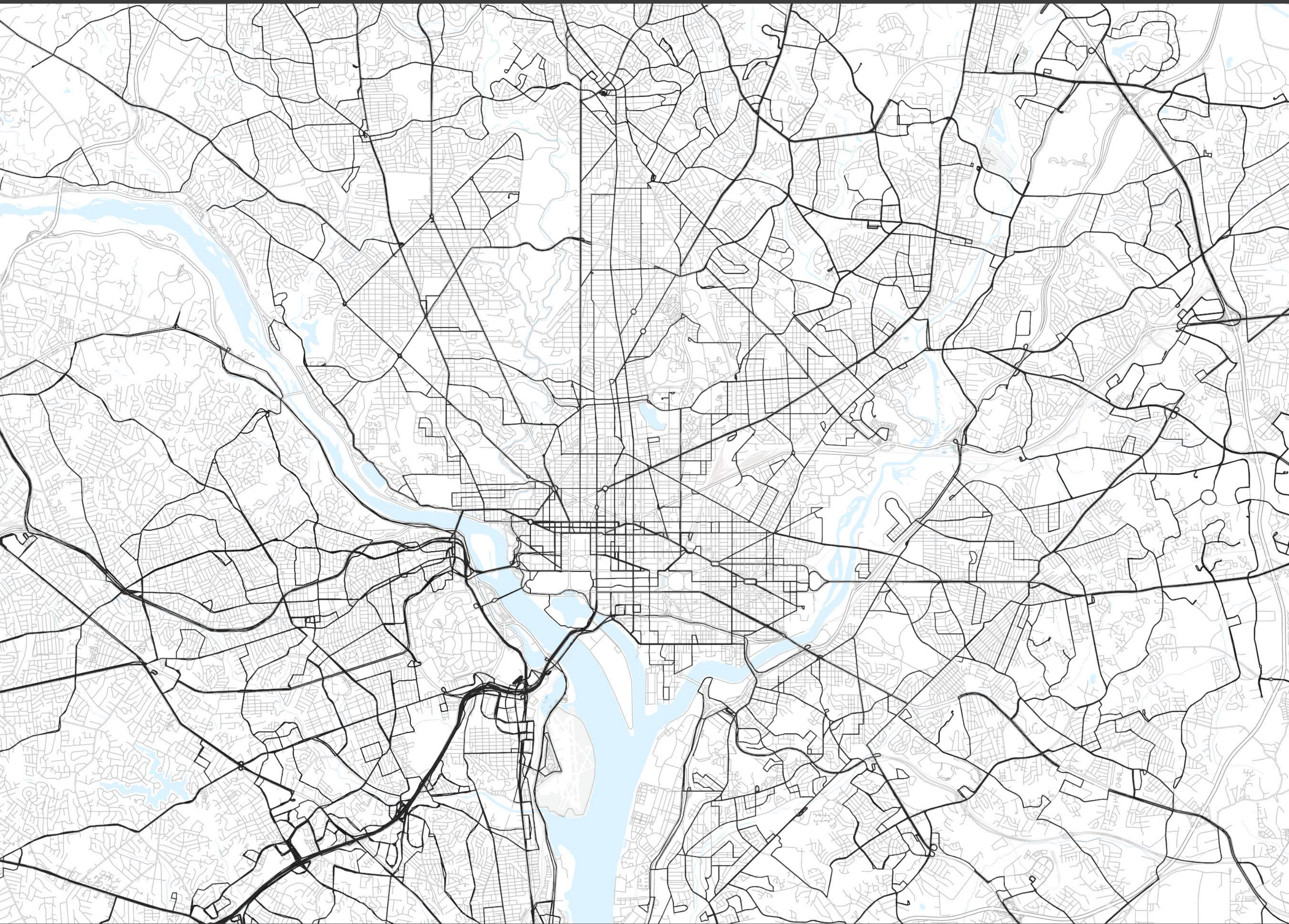


Bus Transformation Project: Progress Report

by the MetroNow Coalition

January 2022



Introduction

It is time for the Washington metropolitan area to truly prioritize bus as the cornerstone of a more equitable and sustainable recovery from the COVID pandemic.

In 2019, the Bus Transformation Project (BTP) Strategy and Action Plan were released, with 26 recommendations to create a more cohesive, frequent and reliable system that works for riders. Those 26 recommendations were the result of two years of expansive public engagement and outreach and discussions between the BTP Executive Steering Committee, WMATA Leadership Team, local transit agencies, the project Technical Team, and the Strategy Advisory Panel. While the COVID pandemic forced public transit agencies to pivot their focus to near-term priorities of safety and service, the pandemic also showed just how essential bus service is for community resilience. Bus operators kept our region open by providing transportation access for residents throughout the pandemic and were especially critical for low income and essential workers.

The MetroNow Coalition produced the Bus Transformation Project Progress Report to measure progress against the BTP strategy's twenty-six recommendations, but, more importantly, to call the region to action. By prioritizing better bus service we can improve the lives of hundreds of thousands of people who use the bus today and create a regionally coordinated bus network that can grow ridership long-term.

Transforming bus service will require sustained political will as well as adequate operational and capital funding. Prioritizing buses on roadways and enforcing those dedicated bus lanes makes bus service faster and more reliable but can face serious opposition. Converting to electric bus fleets and building accessible bus stops will cost significant money today but will save money down the line. Our region's leaders need to stand up for buses and bus riders, granting the bus equal political importance as Metrorail, and in some instances even more. Bus service is essential to hundreds of thousands of residents around the region and relied on most heavily by low-income residents. It is time we recognize the essential role that bus plays in our transportation system and set it up for success.

The MetroNow Coalition thanks you for taking the time to read this report, and we hope you will add your voice to the growing chorus of residents and stakeholders saying, "*Now is the time for better transit!*" We can transform our transportation system by prioritizing the bus, but we need your support by becoming a Bus Champion today.

The MetroNow Coalition



Message from the Bus Transformation Project Executive Steering Committee



"The Bus will be the mode of choice on the region's roads by 2030, serving as the backbone of a strong and inclusive regional mobility system."

This is the vision for the Washington region's bus service that we put forth as members of the Bus Transformation Project (BTP) Executive Steering Committee in 2019. We were tasked with looking at our region's bus systems and thinking about how to prioritize the bus by recognizing its essential role in our transportation system. Up to that point, the region had never looked at our multiple bus systems and transit agencies as one comprehensive network that should be treated with the same care, devotion, and respect as the Metrorail system.

We drew from extensive public and rider surveys and stakeholder input, and extensive technical data and research by the consulting team. The recommendations we released in 2019 included four top-line strategies and twenty-six initiatives that the research, data, and discussions at the time suggested would be most transformative for the region.

Today, we are all more aware of the urgent need to address inequities, especially in our transportation systems. We know that essential workers and low-income families relied more heavily on the region's bus systems than the Metrorail system to survive the pandemic, and in fact rely upon it every day to reach jobs and services. Bus is the lifeblood for our region -- connecting more of our region's businesses than Metrorail, and essential for access to opportunity and the workforce development upon which our economy depends.

We thank the MetroNow Coalition for this first report card detailing the progress on implementing the BTP strategy, where we need additional focus, and the priorities that were not top of mind in 2019. We are encouraged by the recent news that WMATA will partner with area jurisdictions on a bus network redesign, as well as by the progress around dedicated bus lanes, a better customer experience, fare affordability, and improving bus frequency and speeds.

However, our region must accelerate these efforts if we are to match and exceed what other globally significant regions are doing to make the bus the "mode of choice on the region's roads by 2030 and the backbone of a strong and inclusive regional mobility system."

Sincerely,

A handwritten signature in black ink that reads "Robert Puentes".

Robert Puentes

Chair of the Bus Transformation Project Executive Steering Committee

PROVIDE FREQUENT AND CONVENIENT BUS SERVICE

Imagine if you had to wait twenty minutes before starting a car. Imagine if you had to drive two miles south and then switch to a different car to go two miles west. Imagine if that next car was more than five minutes late once every four trips. Hundreds of thousands of residents around the region do not need to imagine the scenarios above because it is their lived daily experience. It is no wonder why better frequency and reliability are consistently the top priorities from riders.



Most bus riders have scheduled headways of more than 20 minutes

Bus Rider Priorities Ranked

1. More Frequent Service
2. More Reliable and Faster Service
3. More Direct Buses & Fewer Transfers
4. Longer Hours of Operations
5. Affordable Fares

Source: WMATA 2018 Survey

The BTP calls on the region to prioritize five strategic sub-initiatives (see p.10) to provide frequent and convenient bus service, including a regional bus network redesign. WMATA's announcement in November 2021 that it is advancing a bus network redesign process is a huge win for the region. However, **the provision of truly frequent and convenient bus service will require a regional strategy to retain and recruit bus operators and maintenance professionals and strategies to preserve and expand bus operational funding** beyond the looming pandemic-induced transit funding cliff expected to emerge in 2023.

GIVE BUSES PRIORITY ON ROADWAYS

On the vast majority of the region's roadways, a bus full of ten, thirty, or even fifty people is treated the exact same as a car with one person. When buses must sit in the same traffic as private automobiles, it costs the region because more buses and more bus drivers are required to provide the same level of service. The region also wastes time for each bus rider sitting in traffic. Thankfully, there are low-cost interventions to allow buses to bypass traffic congestion.

Bus Prioritization Tools

1. Dedicated Bus Lanes
2. Transit Signal Priority
3. Queue Jumps
4. Signal Timing Adjustments
5. Stop Consolidation
6. All-Door Boarding
7. Bus Lane Enforcement

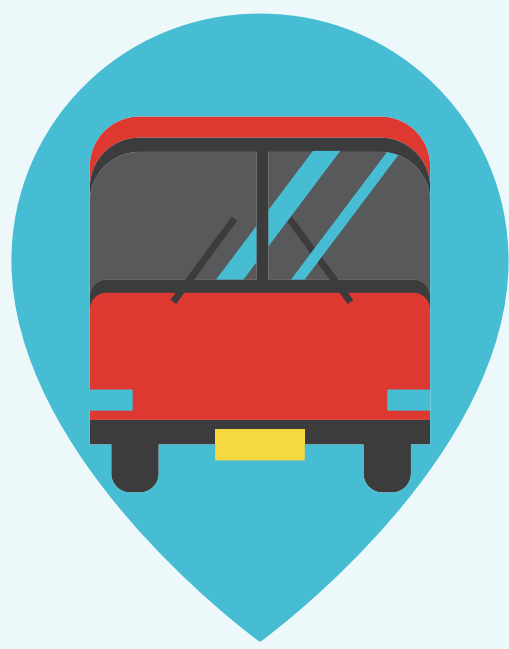


\$40m of DC's annual subsidy for Metrobus is wasted by buses sitting in traffic

The BTP calls on the region to prioritize four strategic sub-initiatives (see p.10) to give buses priority on the roadways, including bus priority enforcement policies. **The District of Columbia leads the region in bus prioritization with more than six miles of dedicated bus lanes**, but that pales in comparison to the more than 100 miles in New York City, 43 miles in San Francisco, and 40 miles in Seattle. However, bus lanes do not work without enforcement. Each jurisdiction must adopt adequate enforcement mechanisms, policies, and technologies to effectively enforce dedicated bus lanes.

CREATE AN EXCELLENT CUSTOMER EXPERIENCE

Transit agencies operate in a competitive environment. While hundreds of thousands of residents rely on our bus systems, every rider has a choice about whether or not to ride. Even if a rider does not own a car, they may seek alternatives if their needs are not prioritized as a customer, whether that be walking, biking, asking a friend for a ride, or paying for a rideshare trip. Transit agencies should prioritize the needs of existing customers, first and foremost, before focusing on non-riders.



**81% of Metrobus riders
are people of color and
46% are low-income**

Source: WMATA FY 2019

Transportation Equity

Investing in better transit service and a better customer experience for today's bus riders is one of the best tools we have to improve transportation equity.

The BTP calls on the region to prioritize fourteen strategic sub-initiatives (see p.10) to create an excellent customer experience, including reduced fare options for low-income riders. While many transit agencies suspended fares during the pandemic and some will continue to operate fare-free even after the pandemic, **low-income riders and people of color pay a majority of bus fares in the region.** Transit agencies must create long-term funding strategies that can reduce the cost burden for low-income riders while still providing an excellent customer experience with frequent and convenient bus service.

EMPOWER A TASK FORCE TO TRANSFORM THE BUS

The typical bus rider does not care what agency operates what bus, but they do care whether or not they can reliably get to work on time (even if that job is across state or county lines). This region has some of the best transit agencies and transportation professionals anywhere in the world. However, we also have too little coordination across transit agencies and across jurisdictions. This status quo must change if we have a chance of creating a regionally coordinated bus system.

Responsible Parties

1. Transit Agencies
2. Departments of Transportation
3. Transportation Commissions
4. Regional Bodies
5. Elected Officials



There is no single convener or responsible party for the regional bus system

The BTP calls on the region to prioritize three strategic sub-initiatives (see p.10) to empower a task force to transform the bus. The creation of a new task force is the most controversial of the BTP recommendations and was not adopted by the WMATA Board. **Some in the region fear a Task Force would create another layer of bureaucracy and complexity** and believe existing structures for coordination are sufficient. What is clear to the MetroNow Coalition is that the region needs better, more regular, and more sustained coordination across the region's bus systems and all of the parties responsible for improving bus service.

Big Regional Wins for Buses since 2019

This list highlights key steps and actions that have advanced the goals and strategies of the Bus Transformation Project strategy.

1

DC Builds Quick-Build Bus Lanes & Funds Bus Prioritization

DC built four new dedicated bus lanes (H&I 2019; MLK Ave SE 2020; M Street SE 2020; 14th St NW 2020) and allocated \$63M in the FY22-27 CIP to build 50 miles of bus lanes.

2

Alexandria's DASH Launches a Redesigned Bus Network

The redesigned bus network created new routes and expanded access to high-frequency, all-day transit service for 60,000 additional city residents.

3

Montgomery County RideOn Launches FLASH Bus Service

FLASH serves the County's busiest transit corridor with more frequent service and fewer stops than regular buses, bypasses congestion in certain places, and runs seven days a week.

4

Prince George's County TheBus Starts Saturday Service

TheBus introduced Saturday service for the first time in November 2020.

5

Metrobus-Metrorail Transfer Penalty Eliminated

The WMATA board approved the full transfer discount between Metrobus and Metrorail.

6

Fairfax Launches EV AV Shuttle Pilot

The automated shuttle operates between the Dunn Loring Metro and Mosaic District.

7

New Regular Reporting on Regional Bus Performance

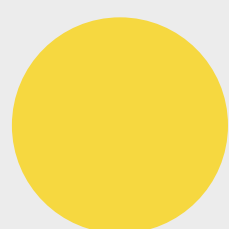
WMATA produced its first Annual Line Performance report and MetroHero independently publishes performance data for several of the region's transit providers on a monthly basis.

8

WMATA Metrobus Service Guidelines & Equity Framework

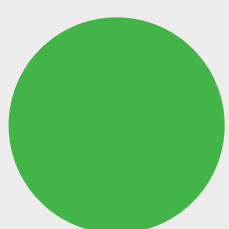
Adopted by the WMATA Board in 2020, the guidelines define appropriate service types and frequency based on density and purpose, while the framework advances equitable policies and practices that support WMATA's mission.

Associated Strategy



Strategy 1

Provide frequent and convenient bus service



Strategy 2

Give buses priority on roadways



Strategy 3

Create an Excellent Customer Experience



Strategy 4

Empower a Task Force to Transform the Bus

MetroNow's Six Key Initiatives for 2022

The MetroNow Coalition recommends regional collaboration to advance these six key initiatives and accelerate bus transformation.

Launch of WMATA's Regional Bus Network Redesign Process

WMATA launches Regional Bus Network Redesign process in coordination with the region's local bus operators, factoring in recently completed and ongoing studies.

1

Build Ten Miles of New Bus Lanes & Bus Lane Enforcement Strategy

The District of Columbia demonstrated that bus lanes can be designed and built quickly and efficiently to improve bus reliability on high-ridership congested corridors, but bus lanes only work when accompanied by proper enforcement strategies.

2

Create a Regional Strategy to Retain & Recruit Bus Operators

Agencies across the region face difficulties hiring, recruiting, and retaining bus operators. While not an explicit strategy in the BTP, regional coordination can help identify common challenges and ways to expand the pool of potential operators.

3

Create a Strategy for Zero Emissions Infrastructure & Workforce

Accelerating the transition to Zero Emission Fleets will require coordination across agencies, utilities, and unions to identify pain points as well as opportunities.

4

Consolidate Regional Data on Bus Operations & Best Practices

The region should identify hosts for a Regional Bus Database and an inventory of bus best practices, including analysis of bus lane enforcement policies.

5

Create a Regional Strategy to Address the Transit Funding Fiscal Cliff

Federal relief money for transit operations helped the region weather the COVID-19 pandemic, low ridership, and the resulting fare revenue reductions. The region must create a funding strategy to be able to maintain and expand bus service after the federal relief money runs out.

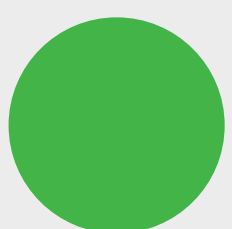
6

Associated Strategy



Strategy 1

Provide frequent and convenient bus service



Strategy 2

Give buses priority on roadways



Strategy 3

Create an Excellent Customer Experience



Strategy 4

Empower a Task Force to Transform the Bus

Bus Transformation Project Progress Report

Initiative Dashboard 2021



PROGRESS

Two years after the Bus Transformation Project (BTP) was released, the region has made progress against all twenty-six initiatives, but only kept four on track according to the timelines set-forth in the 2019 Action Plan.

The COVID-19 pandemic forced transit agencies to focus on life and safety issues for operators and riders. Many plans to improve bus service were either delayed temporarily or indefinitely.

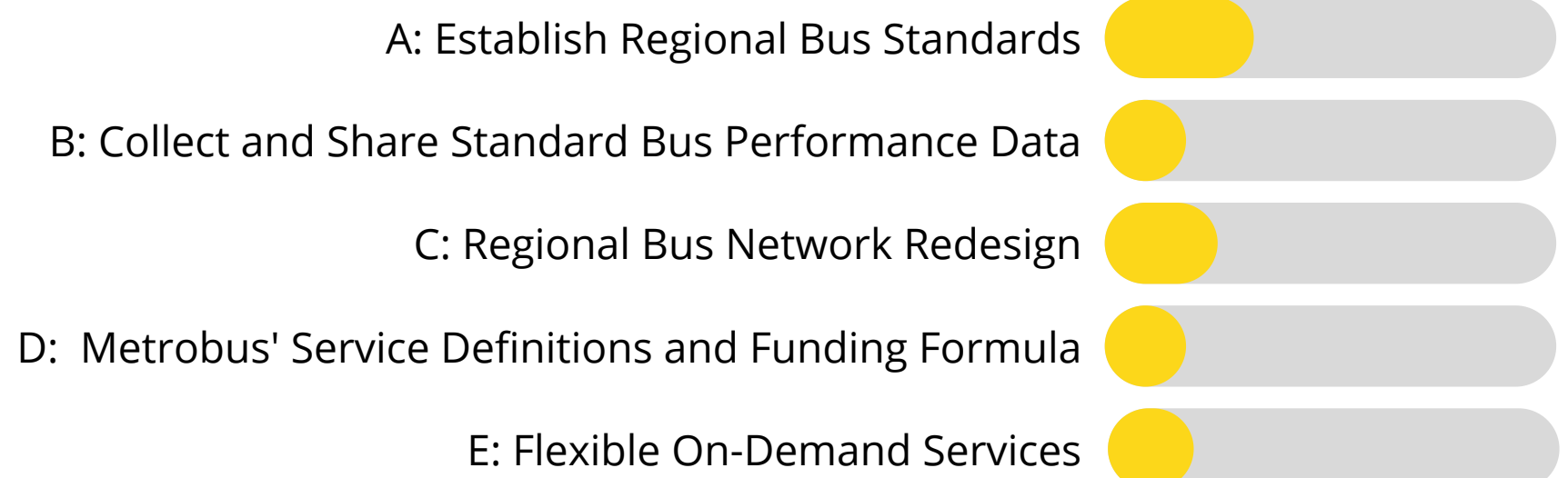
This progress report is a call-to-action for the region and our leaders to recommit to the goals set forth in the BTP and transform the region's bus network by providing high-quality bus service as a critical tool for enhancing social, economic, and environmental equity.



**Progressing,
but At-Risk**

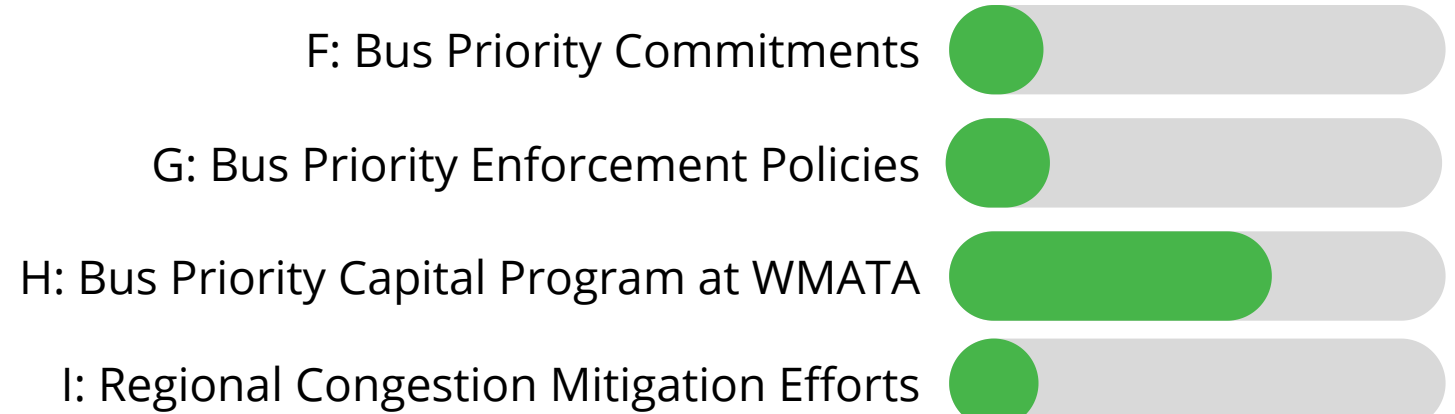
Strategy 1: Provide frequent and convenient bus service

Progress



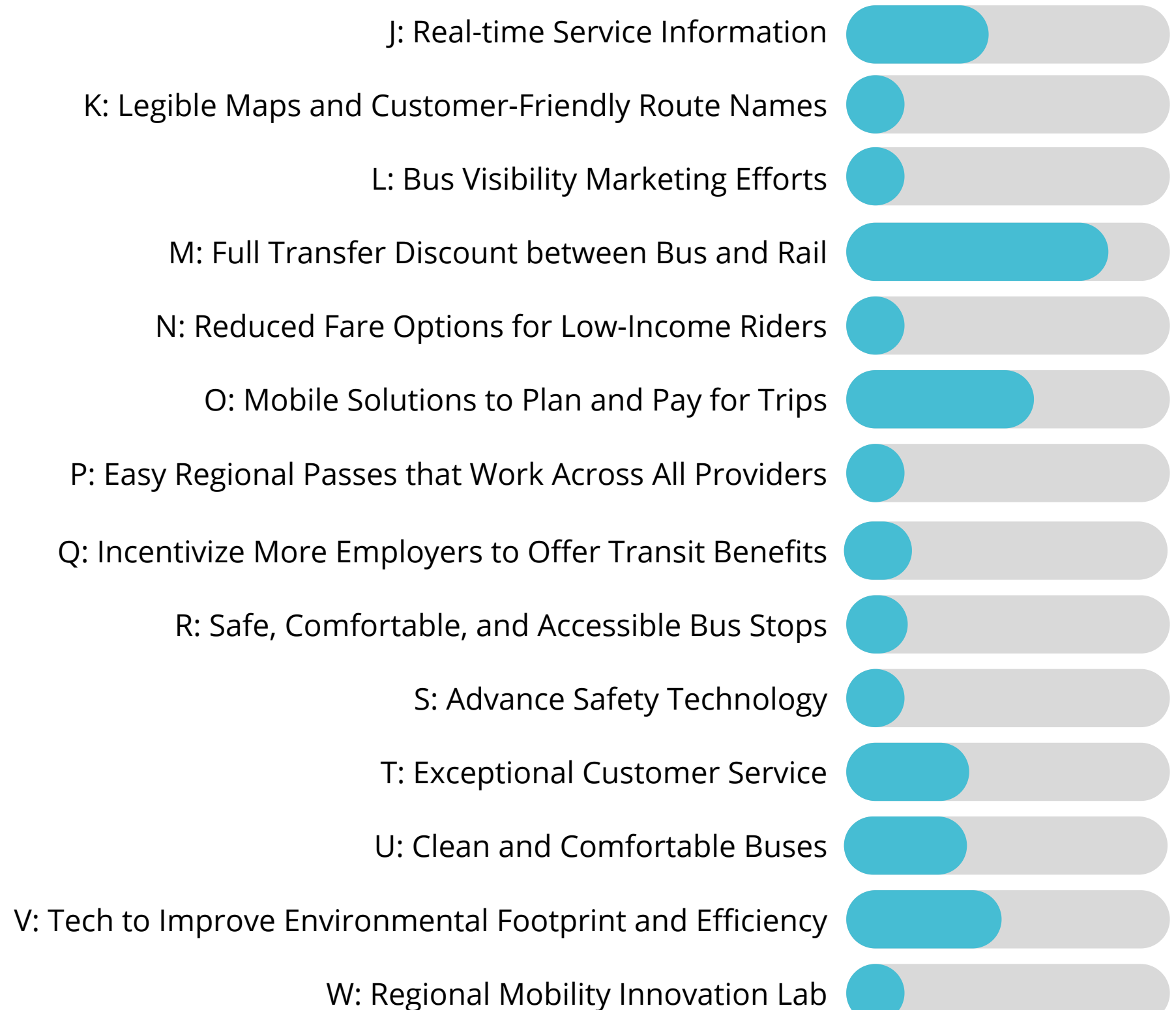
Strategy 2: Give buses priority on roadways

Progress



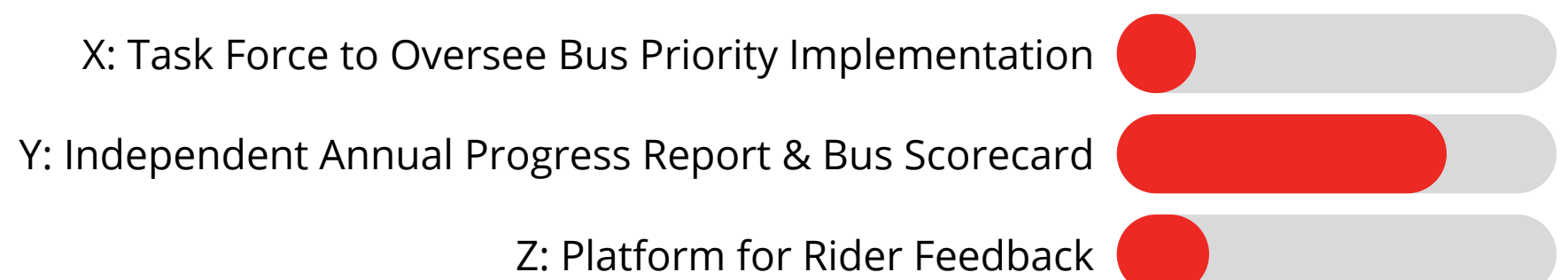
Strategy 3: Create an excellent customer experience

Progress



Strategy 4: Public Task Force to Empower the Bus

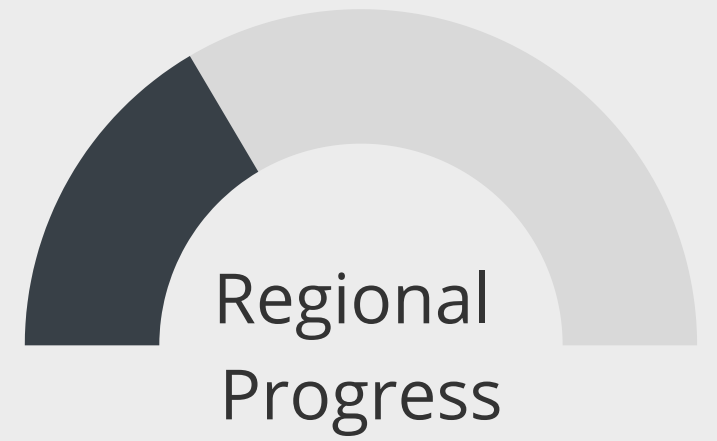
Progress



KEY FOR THE FOLLOWING INITIATIVE PAGES



This sample page serves as a key for the following Progress Report Initiative pages.



REGIONAL PROGRESS METHODOLOGY

In making this report, MetroNow assigned each action step a status based on our research, conversations with WMATA, local transit agencies, regional stakeholders, and the recommended timelines set forth in the Bus Transformation Project Action Plan. Each status has an associated score. In the Regional Progress bar, in the header of each initiative page, an average is provided that summarizes progress across the region.

KEY PROGRESS

This section highlights key progress made by agencies and jurisdictions to advance this initiative from 2019 to the end of 2021.

ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2025

Target completion date for the initiative, per timelines suggested in the Bus Transformation Project Action Plan (released Dec. 2019).

Note: the COVID Pandemic has delayed many timelines proposed in the original Action Plan.

Action Step statuses range from:

- Not Yet Started (Start Date in Future)
- Not Started (Start Date in Past)
- Some Progress
- On Track
- Complete

GRAPHIC, DATA, OR VISUALIZATION

This section includes a graphic, data table, or visualization to help the reader better understand the initiative, key progress against the initiative, and the recommended next steps.

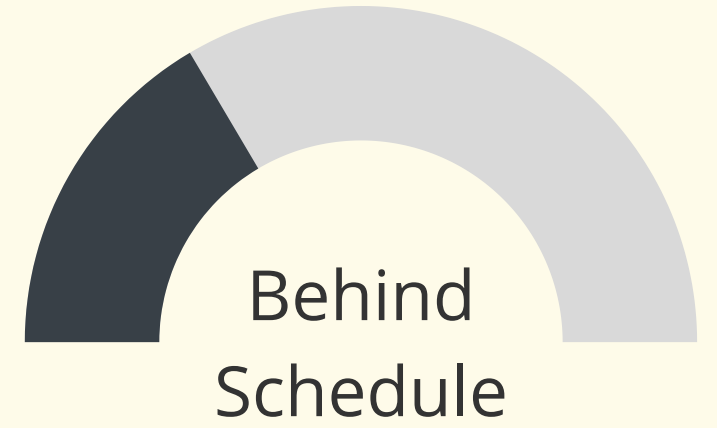
RECOMMENDED NEXT STEP: ACCORDING TO THE METRONOW COALITION

This section includes a near-term opportunity that MetroNow believes the region should focus on in 2022 to continue to make progress against this Bus Transformation Project initiative.

PROVIDE FREQUENT AND CONVENIENT BUS SERVICE

A

Establish regional standards across bus systems to provide consistent bus service, tailored by location and time of day.



Consistent, predictable service levels across bus routes and transit agencies will create a more consistent customer experience. Reliable service also encourages more ridership. Today, most routes have unique service schedules, which can change by time of day and by transit agency.

MAKE BUS SERVICE INTUITIVE

No one should have to wonder when the next bus is coming. Whether in Virginia, Maryland, or the District of Columbia, a rider should be able to arrive at a bus stop and easily understand the schedule. Intuitive schedules could be based on the route's service classification and time of day. Weekends should have similar levels of service so riders can rely on the bus every day of the week.

KEY PROGRESS

- Prince George's County The Bus adds Saturday service (Nov 2020)
- WMATA adopts Bus Service Guidelines for Metrobus (Dec 2020)
- WMATA produces FY2020 Annual Line Performance Report (Dec 2020)
- WMATA adopts frequent, all-day, seven days a week service pattern for 36 high ridership bus routes (Sep 2021)
- Alexandria's DASH introduces frequent, all-day bus network on major transit corridors, weekend improvements, and simplified routes and schedules (Sep 2021)

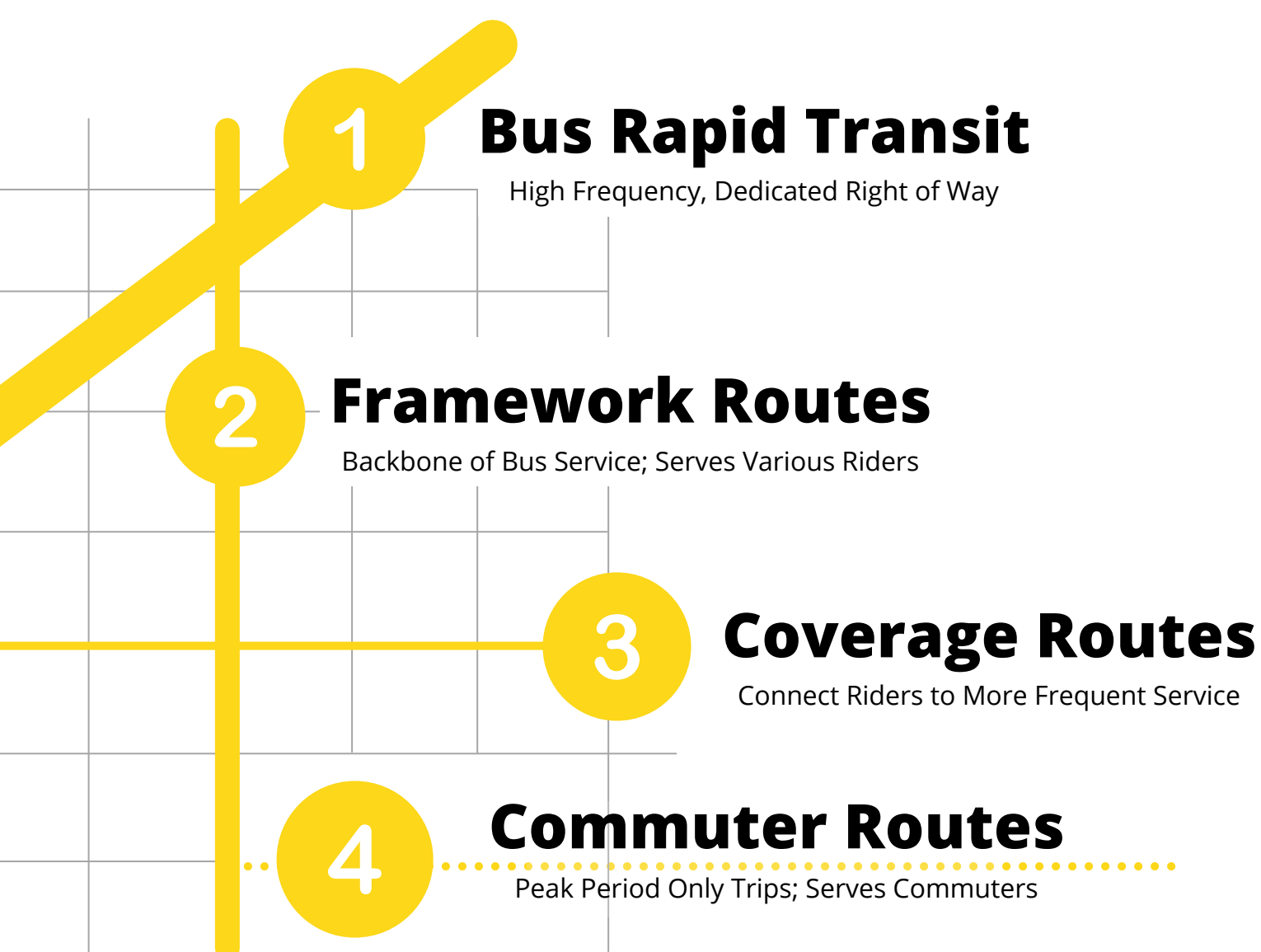
ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2021

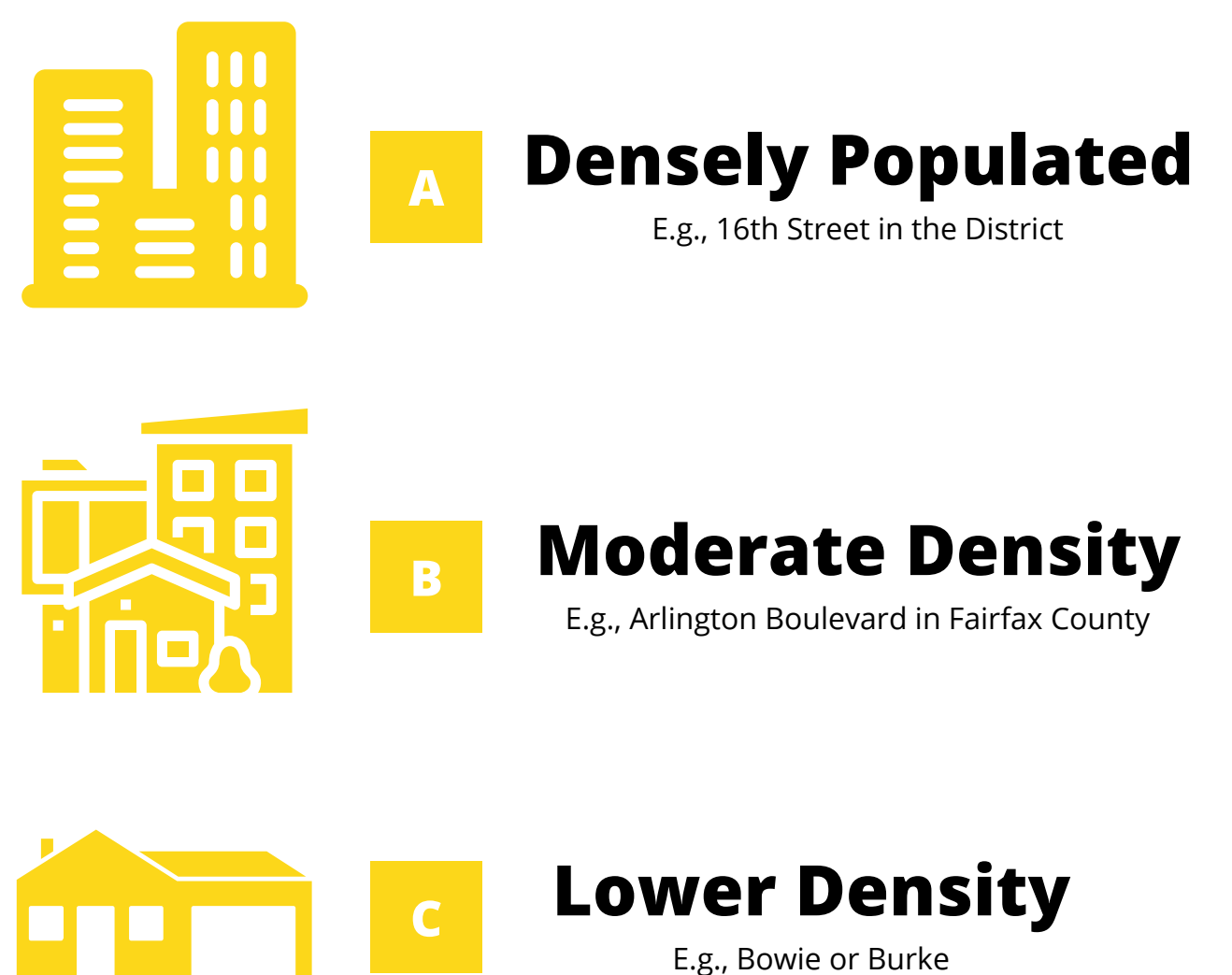
- Convene regional service standards working group for bus providers
- Define regionally acceptable minimum service standards and when & where standards are not currently met
- Gain approval/endorsement on regional minimum service standards from all transit providers and the WMATA Board
- Identify areas where current service does not meet the service standards and where funding/other constraints prevent service standards from being met
- Develop plans to overcome obstacles and allocation of funding for bus service

WMATA BUS SERVICE GUIDELINES

Service Classifications (Purpose)



Service Tiers (Density)



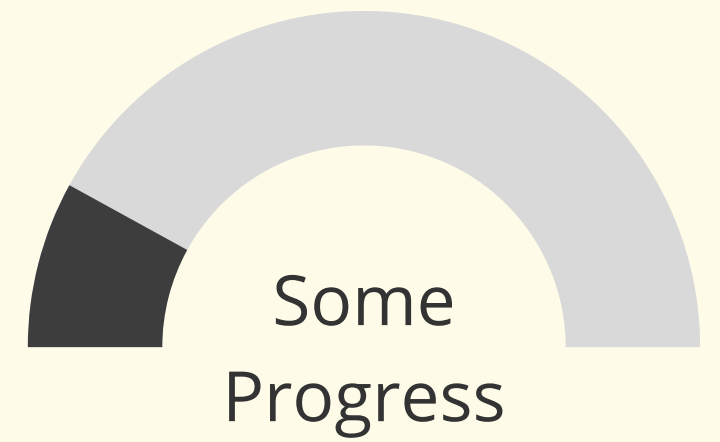
RECOMMENDED NEXT STEP: DEFINE MINIMUM SERVICE STANDARDS

A regional bus planning task force or committee should define minimum standards for span and frequency of bus service, based on WMATA's recently adopted service classifications and service tiers. Each agency should create a plan to implement those minimum service standards on at least 10% of their highest-ridership routes within two years.

PROVIDE FREQUENT AND CONVENIENT BUS SERVICE

B

Collect and share standardized bus operations and performance data across agencies to improve transparency and better plan bus service.



Better data on bus performance and consistent data across providers enables the creation of a better, more efficient regional bus system. Bus performance and operations data should be readily accessible to the public. Publicly available data can help transit agencies align service and also hold elected officials and agencies accountable for the quality of transit service provided.

MAKE DATA ACCESSIBLE

Collecting standardized data about bus performance is the first step. Making data accessible and useful for the average transit rider is the next step. GTFS Realtime (GTFS-RT) is an open data format that provides real time updates about a transit agency's fleet and services to app developers and the general public. Consistent data on bus performance is a necessary first step to be able to study, plan, and design a better bus system for the region.

KEY PROGRESS

- WMATA produces [Annual Line Performance Report](#) improving transparency of bus service and performance (FY 2020)
- WMATA, DASH, Fairfax Connector, and Ride On all publish GTFS-RT feeds
- WMATA releases [real-time bus and crowding information](#) to respond to the pandemic (Dec 2020)
- Prince George's County launches [real-time bus tracking app](#) (Aug 2021)
- Fairfax County Connector developing system to track real-time bus crowding information (Ongoing)

ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2023

- Convene regional data sharing working group
- Identify responsible party to own & maintain the data
- Develop shared data inventory, including sharing protocols and priority of data item
- Develop and sign data sharing agreement between all transit agencies and data repository owner
- Collect & consolidate first phase of data
- Develop and implement plans for collecting remaining data needs
- Perform ongoing analysis of consolidated data

ESSENTIAL BUS DATA POINTS TO CONSOLIDATE

The lists below outline metrics which can help transit planners and advocates compare service across transit agencies.

Service Measures

- 1.Span of Service
- 2.Scheduled Service Headway
- 3.Stop Frequency
- 4.On-Time Performance
- 5.Actual Bus Speeds
- 6.Service Delivered
- 7.Real-Time Arrival Prediction Accuracy
- 8.Vehicle Load Factor

Financial Measures

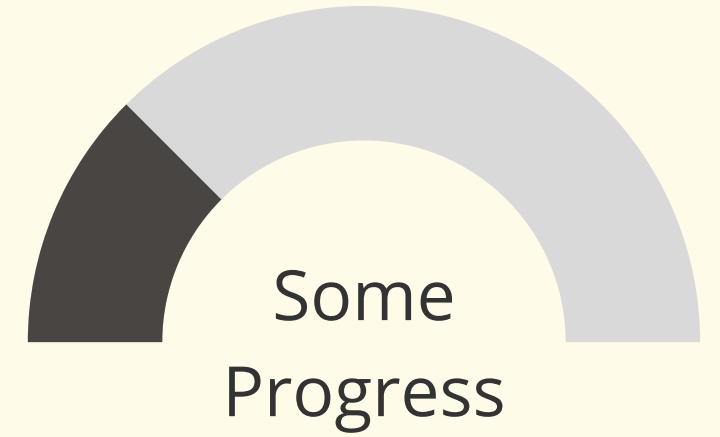
- 1.Passengers per Revenue Hour
- 2.Passengers per Revenue Trip
- 3.Passengers per Revenue Mile
- 4.Operating cost per Passenger Trip
- 5.Cost Recovery
- 6.Identify parallel corridors
- 7.NTD Ridership by route
- 8.Average Daily Riders

RECOMMENDED NEXT STEP: IDENTIFY HOST FOR REGIONAL BUS DATABASE

Standardizing datasets across agencies supports better planning and coordination across jurisdictional lines. The region can build upon the [Regional Transportation Data Clearinghouse](#) by consolidating National Transit Database, real time bus data (i.e., GTFS-RT), and local operator data into one Regional Bus Database that allows comparisons and planning across the region's transit agencies.

PROVIDE FREQUENT AND CONVENIENT BUS SERVICE

C Collaboratively restructure the region's bus network to create the most efficient and customer-focused bus system.



The region's multiple transit providers have never planned their bus networks in a comprehensive and cooperative fashion to better match service with travel demand. Today's overlapping and overly complicated bus routes across the region depress ridership, reduce connectivity, and hinder operating efficiency across the region.

BALANCE FREQUENCY AND COVERAGE

A regional network redesign should incorporate Metrobus and local bus routes into the planning and design of a comprehensive bus network that reduces overlap and increases coverage for the entire region. The network should be designed with the rider in mind and strike the right balance between bus frequency and route coverage to best serve riders across the region.

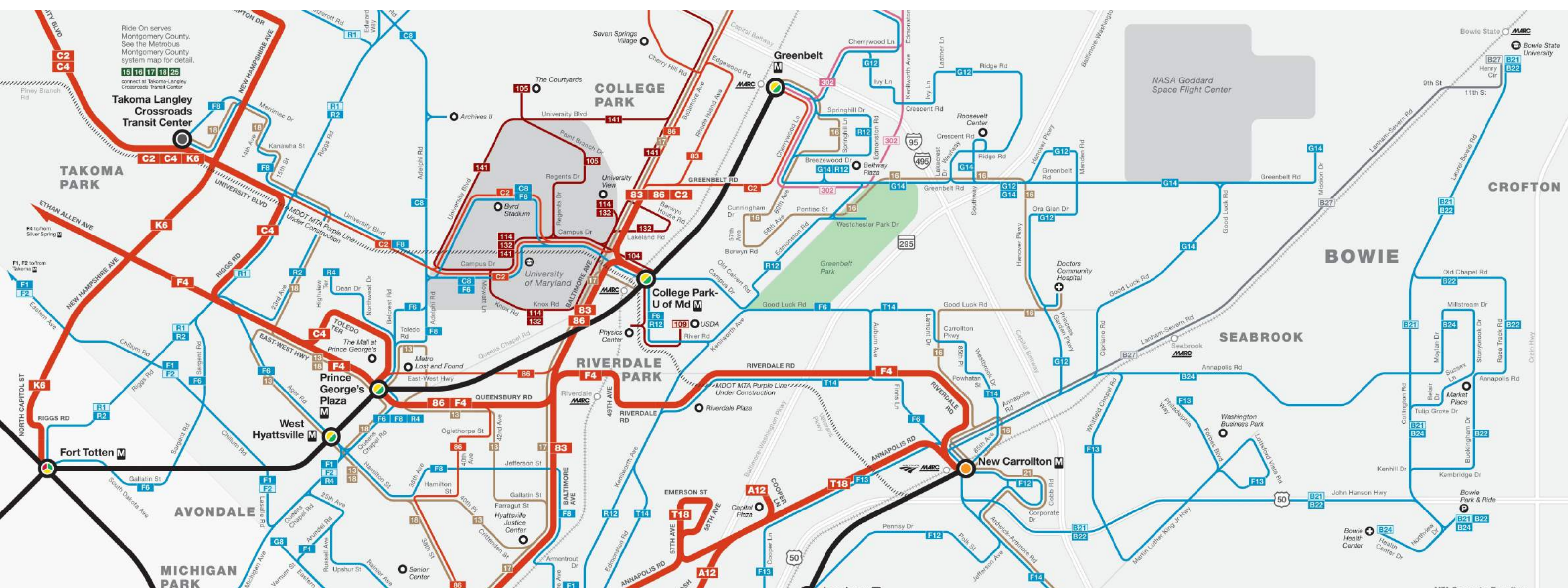
KEY PROGRESS

- All WMATA funding partners support and want to participate in Bus Network Redesign planning process (2021)
- City of Fairfax and Prince George's County asked WMATA to include their bus routes in redesign (2021)
- Alexandria's DASH launched a newly-redesigned bus network with more frequent and all-day bus service, 7-days a week, along with free fares, and saw a 50% jump in ridership the first two months of service (Sep/Oct 2021)
- Montgomery County Ride On conducting Ride On Reimagined Study, which will set the foundation to envision new service design options (Ongoing)
- Fairfax County Connector optimizing routes with opening of Silver Line and Express Lanes on I-66 comprising about half of their network (Ongoing)

ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2025

- Convene working group to develop parameters of a network redesign
- Arrange funding and other resources to begin the network redesign
- Complete the network redesign plan, including extensive public outreach
- Jurisdictions and WMATA Board adopt findings of the study
- Implement the new regional bus system



Credit: WMATA; excerpt of the Bus Map for Prince George's County Maryland

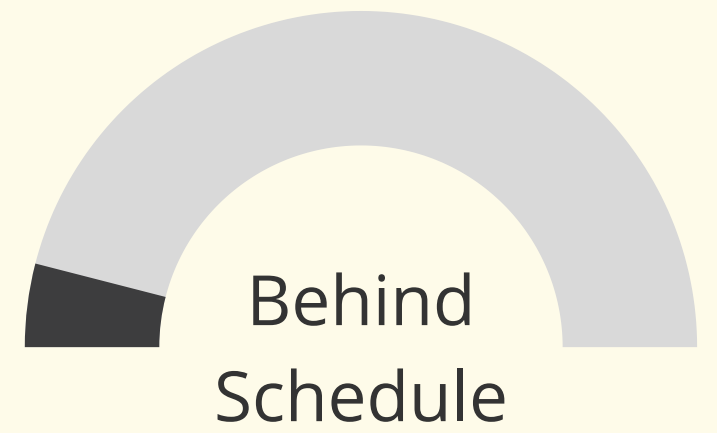
RECOMMENDED NEXT STEP: WMATA LAUNCHES BUS NETWORK REDESIGN STUDY

WMATA should launch the Regional Bus Network Redesign process for Metrobus, TheBus, and CUE that incorporates recently completed redesigns such as Alexandria's DASH and allows other local transit providers to opt their routes into the study process.

PROVIDE FREQUENT AND CONVENIENT BUS SERVICE

D

Cooperatively assess Metrobus' current service definitions and funding allocation formula using the WMATA Board's Authority.



Revisiting current service definitions can result in a better bus system and a clearer definition for what role WMATA and the local transit agencies should play in the provision of bus service in each jurisdiction and across the region.

CONSIDER NEW TRAVEL PATTERNS

As riders change how they commute post-pandemic, new funding formulas should consider both traditional and new funding opportunities to sustain services. For instance, workers who only commute a few times a week to work, rather than every weekday, may require the development of new fare product options.

KEY PROGRESS

- All WMATA funding partners expressed support for a WMATA-led Bus Network Redesign process (2021)
- Bus network redesign process will incorporate evaluation of current service definitions and funding allocation formula

ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2020



WMATA Board appoints a working group comprised of WMATA staff and representatives from jurisdictions and funding entities to review service definitions and funding formulas



Assess suitability of existing service definitions and funding formulas



WMATA Board adopts any changes to service definitions, service provision plans, and funding formula

Current Regional Bus Subsidy Allocation Distribution Formula

	Weight
Density Weighted Population	25%
Revenue Hours	25%
Revenue Miles	35%
Average Weekday Ridership	15%

Source: WMATA FY2022 Budget

WMATA Metrobus Route Summary Planned Platform Hours

	FY21 Planned Hours	Share of Bus Service
Regional Routes	3,456,647	80%
Non-Regional Routes	873,995	20%
Total	4,330,642	100%

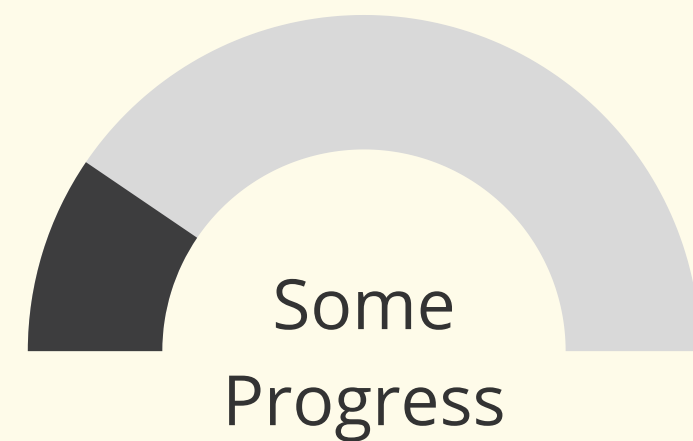
Source: WMATA FY2022 Budget
Planned Hours includes revenue hours and non-revenue hours, or "deadhead" hours when the bus is travelling to/from its storage or maintenance facility.

RECOMMENDED NEXT STEP: ASSESS REGIONAL VS. NON-REGIONAL ROUTES

WMATA should revisit the subsidy allocation and service definitions in the Bus Network Redesign process, considering what types of bus routes should be operated by WMATA, what types by local transit agencies, as well as funding and resource levels.

PROVIDE FREQUENT AND CONVENIENT BUS SERVICE

E Provide flexible on-demand services where & when fixed routes service is not efficient through collaborative planning with bus operators & unions.



On-demand service can provide access and mobility services in areas where fixed route service isn't cost efficient because there is not enough demand.

ON-DEMAND AS SUPPLEMENTAL SERVICE

On-demand service is not a substitute for fixed route service, but should complement the transit network by filling in existing gaps. On-demand ridership data can help transit agencies understand where there may be existing demand for future fixed route services.

KEY PROGRESS

- WMATA and Lyft launch After-Hours on-demand service pilot (July 2019)
- Prince George's County launches PGC Link microtransit on-demand service (November 2020)
- DC relaunches DC Neighborhood Connect low-cost shared ride shuttle service (July 2021)
- Montgomery County resumes Ride On Flex on-demand service (July 2021)
- WMATA conducted on-demand transit study (2021)
- Fairfax County is examining shared micro transit services as part of the Transform 66 Outside of the Beltway Project (Ongoing)

ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2025

-  Collect data on the status of on-demand services in the region, including ongoing, completed, or planned pilots
-  Compile research on peer efforts and supplement with new research on how and where these types of services can be more efficient
-  Identify areas for potential coordination between jurisdictions, such as design standards, service area characteristics, shared procurements, shared marketing, and trip reservation apps
-  Implement recommended services, assess performance, and share data



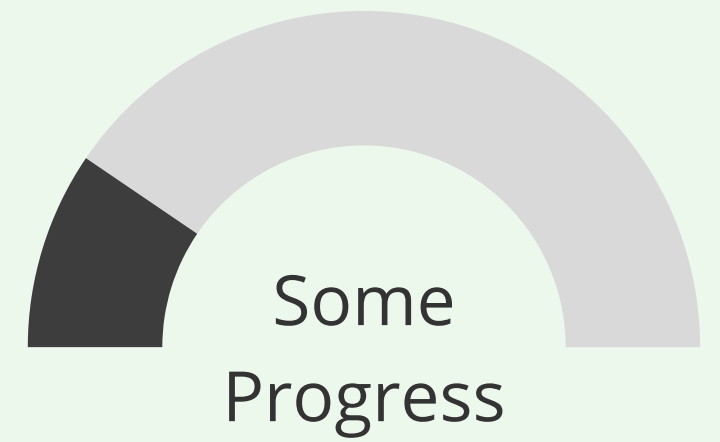
Credit: DC Neighborhood Connect

RECOMMENDED NEXT STEP: ON-DEMAND V. FIXED-ROUTE BEST PRACTICES

MWCOG and WMATA should coordinate with local transit agencies to create regional planning benchmarks to guide agencies and regularly share best practices for when on-demand service may be more cost-efficient and effective versus fixed-route service.

GIVE BUSES PRIORITY ON ROADWAYS

F Obtain commitments from state and local agencies to adopt consistent guidelines, bolster spending, and expedite implementation of bus priority.



Giving buses priority on our roadways, by implementing and enforcing dedicated bus lanes, all door boarding, transit signal priority and queue jumps at intersections, ensures that buses and riders are not slowed down by traffic congestion. Strategically prioritizing high-ridership corridors delivers faster service, which can increase ridership, accessibility, and decrease per-rider costs.

MEASURE IMPACT ON RIDERSHIP

Bus priority treatments should be designed with performance metrics in mind. Agencies should measure impacts on ridership and whether service is more efficient after the priority treatment. This evaluation will be critical for understanding what bus priority treatments are most effective and where.

KEY PROGRESS

- DC builds Quick-Build Dedicated Bus Lanes:
 - [H & I Streets NW](#) (2019)
 - [MLK Ave SE, M Street SE, & 14th St NW](#) (2020)
 - [H&I Streets NW Redesign](#) (2021)
- Montgomery County launches [FLASH rapid bus system](#) (October 2020)
- NVTC begins [Envision Route 7 BRT Phase IV Study](#) (Fall 2020)
- DC begins construction on [16th Street Bus Lanes](#) (March 2021)
- Alexandria begins [Duke Street in Motion](#) BRT planning (August 2021)
- New [Alexandria Mobility Plan](#) calls for bus prioritization and building out the City's priority transitway corridors (October 2021)
- Arlington County extending [Transitway to Pentagon City](#) and installed dedicated bus lanes at [Rosslyn station and seven other priority locations](#)
- DC's [FY22-FY27 Capital Improvement and Planning](#) (CIP) budget includes \$63 million for a Bus Priority Program and \$116 million for the K Street Transitway (Summer 2021)
- Montgomery County builds bus lanes around Germantown Transit Center (December 2021)
- DDOT has nine bus lane projects in active planning or design, fifteen active queue jump intersections, and more in design (Ongoing)
- Fairfax County is designing the [Richmond Highway BRT](#) project (Ongoing)

ACTION STEPS TRACKER

TARGET COMPLETION DATE: ONGOING

- Obtain policy-level agreement across region to prioritize bus in appropriate areas
- Implement bus priority treatments
- Establish regional, context-sensitive guidelines for the type of bus priority treatments to implement
- Establish regional guidelines for selecting corridors to receive priority treatment
- Demonstrate the benefits of bus priority treatments for riders + improved efficiency

TRANSPORTATION INFRASTRUCTURE

This region hosted more than 200 miles of streetcar tracks in the early 20th century and even 60 miles of bus lanes in 1976. However, as the Metrorail system was built, bus lanes were removed despite impacts to bus performance. In the past few years, the region has made significant progress to re-prioritize dedicated space for buses on our roadways but the jurisdictions must accelerate progress to create a fast and reliable regional bus network.

	Dedicated Bus Lanes	Roadway Lanes	Parking Lanes	Bike Lanes
DC	6.2	2,626	1,621	100
Maryland ¹	0.5	13,900+	-	-
Virginia ²	5	14,000+	-	-

¹ Within Prince George's and Montgomery Counties
² Within Northern Virginia District

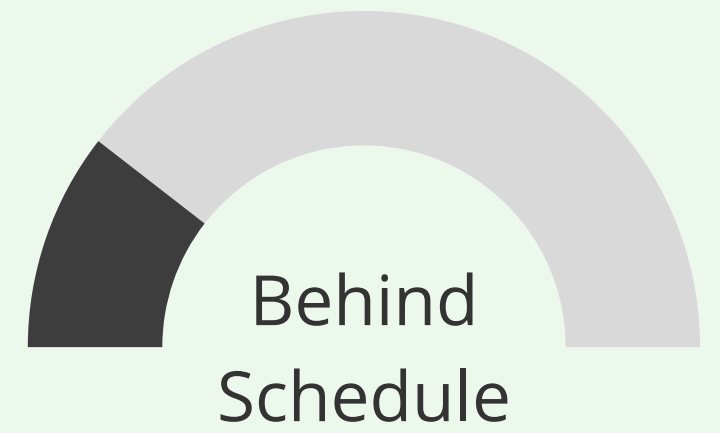
Miles of Transportation Infrastructure

RECOMMENDED NEXT STEP: UPDATE BUS PRIORITY GUIDELINES

A working group of the region's transit agencies should review MWCOG's [Bus Priority Treatment Guidelines](#) (2010) and suggest any updates on which road types should receive bus priority treatments, ideal types of priority treatment based on roadway and ridership, and standard processes to measure the impacts of bus priority treatments across the region.

GIVE BUSES PRIORITY ON ROADWAYS

G Implement enforcement policies that establish bus priority and result in reliable and fast service.



If bus lanes are not enforced, they are not effective. Jurisdictions and transit agencies must collaborate on bus lane enforcement, protocols, and enabling technology to enhance the competitiveness and success of bus service.

AUTOMATED ENFORCEMENT OF BUS LANES

Depending on the jurisdiction, bus enforcement may require updating local policies and regulations, procurement of enforcement technology, as well as identifying the appropriate enforcement agency. Automated enforcement technologies, such as on-board camera buses, should be explored as a cost-effective, 24/7 enforcement tool. Standardized enabling regulations throughout the region would allow for operational efficiencies across transit agencies.

KEY PROGRESS

- DDOT Bus Lane Camera Pilot on Georgia Avenue (October 2020)
- DDOT DC Circulator On-Board Bus Camera Pilot (February 2021)
- WMATA to launch Bus Lane Violation Detection Program (Expected in 2022)

ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2021



Develop a comprehensive bus priority enforcement program



Advance new regulations or correct any legislative deficits by getting state and local legislation and administrative processes implemented



Implement enforcement program and monitor performance

BUS LANE DOWNTOWN DC



Credit: [BeyondDC](#) licensed under Creative Commons

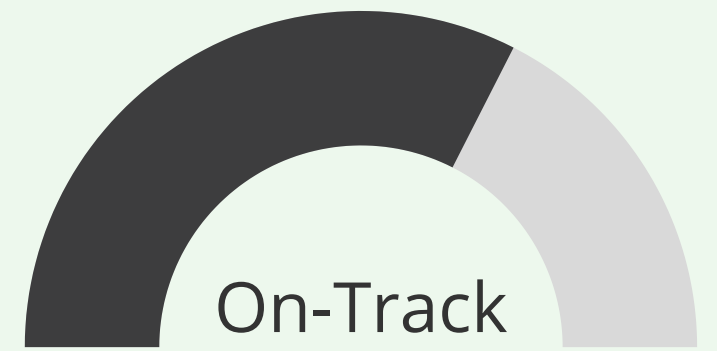
RECOMMENDED NEXT STEP: IMPLEMENT BUS LANE ENFORCEMENT POLICIES

Transit agencies and roadway agencies in each jurisdiction should develop and adopt bus lane enforcement policies, using the Transportation Planning Board's Bus Lane Enforcement Study (2017) as a guide, and coordinate and monitor bus lane compliance between jurisdictions to measure the effectiveness of enforcement strategies and technologies.

GIVE BUSES PRIORITY ON ROADWAYS

H

Establish a capital program at WMATA that supports accelerated implementation of bus priority projects including BRT.



A capital program at WMATA can help the region implement bus priority treatments more quickly and consistently across jurisdictional borders. Bus priority treatments ensure faster, more reliable bus service which attracts more riders and makes bus service more cost efficient to operate.

BUSES NEED CAPITAL

Before the pandemic, Metrobus ridership was about half Metrorail ridership. During the pandemic, Metrobus ridership exceeded Metrorail ridership, by twice as much the first year. However, WMATA's Capital Budget allocates four times as much capital funding to Metrorail as Metrobus. Both Metrobus and Metrorail need additional capital funding to maintain and expand the systems, but Metrobus, like many bus systems, has never received the capital funding necessary to provide the high-quality, frequent service that can truly transform bus service in the region.

KEY PROGRESS

- WMATA's FY22-FY27 Capital Improvement Program includes \$21 million for Bus Priority Program development
- DDOT maintains 15 queue jumps and 179 intersections with transit signal priority technology
- 45 transit signal priority enabled intersections in Northern Virginia, mostly in Alexandria, for WMATA and DASH Buses
- Montgomery County installing transit signal priority (TSP) at fifteen intersections for the US-29 BRT; in addition to the existing thirty TSP-enabled intersections along MD 355

ACTION STEPS TRACKER

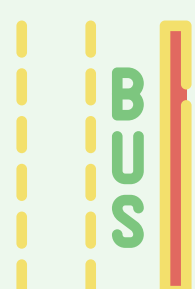
TARGET COMPLETION DATE: ONGOING

- Develop the approach for implementing a bus priority capital program at WMATA
- WMATA Board approves the funding allocation as part of the annual capital budget
- Issue the first call for projects
- Select projects to be funded to create Year One funding program
- Refine process and program based on Year One; develop next 3-year funding program

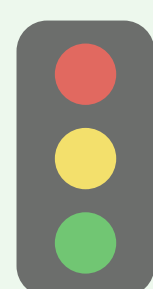
WMATA FY22-FY27 Capital Improvement Program Bus Priority Program Development Funding

	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27
Investment	\$2.0M	\$2.2M	\$4.5M	\$3.4M	\$3.4M	\$3.4M	\$3.8M

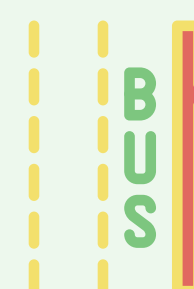
Bus Priority Cost Estimates



Dedicated Bus Lane on Existing Roadway
\$0.2M - \$1M per mile



Transit Signal Priority (TSP) at some intersections
\$0.3M - \$9M per mile



&



Dense Network of TSP and Dedicated Bus Guideway
\$30M - \$80M per mile

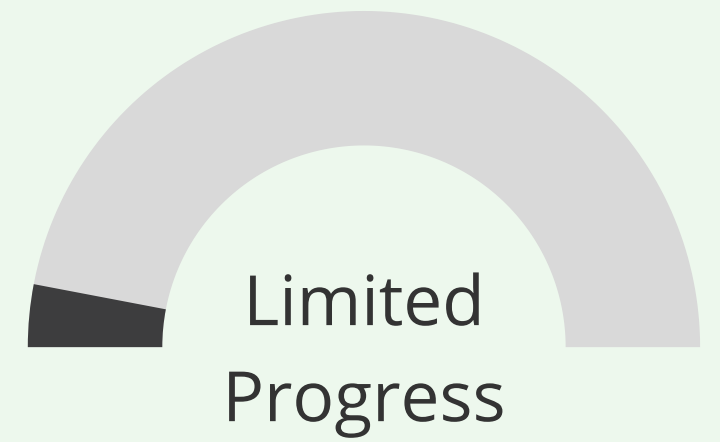
Source: National Capital Region Transportation Planning Board (2020)

RECOMMENDED NEXT STEP: WMATA PROVIDES BUS PRIORITY ASSISTANCE

WMATA is the largest provider of bus service in the region, however, WMATA does not own the roadways on which it provides service. WMATA should continue to provide planning and technical support with its bus priority program development funding to help local transit agencies and jurisdictions accelerate bus priority implementation.

GIVE BUSES PRIORITY ON ROADWAYS

Support regional congestion mitigation efforts that bolster bus priority and move more people more efficiently.



Congestion mitigation proposals can improve bus service, particularly related to reliability, frequency, and speed. Congestion mitigation and congestion pricing would also generate climate benefits by decreasing fuel consumption and increasing transit use.

CONGESTION COSTS BUS RIDERS

What does congestion cost bus riders? Time! What does congestion cost bus providers? Riders! The bus represents the most efficient way to move people on our roads, but our Departments of Transportation treat a bus stuck in traffic as equal to a private car, even if the bus has 50 passengers. Changing our calculation and measuring the congestion cost for each bus rider should change the narrative and priorities for regional congestion mitigation efforts.

KEY PROGRESS

- DC Sustainable Transportation (DCST) conducts [Decongestion Pricing Study](#) which has not been released as of this publishing.

ACTION STEPS TRACKER

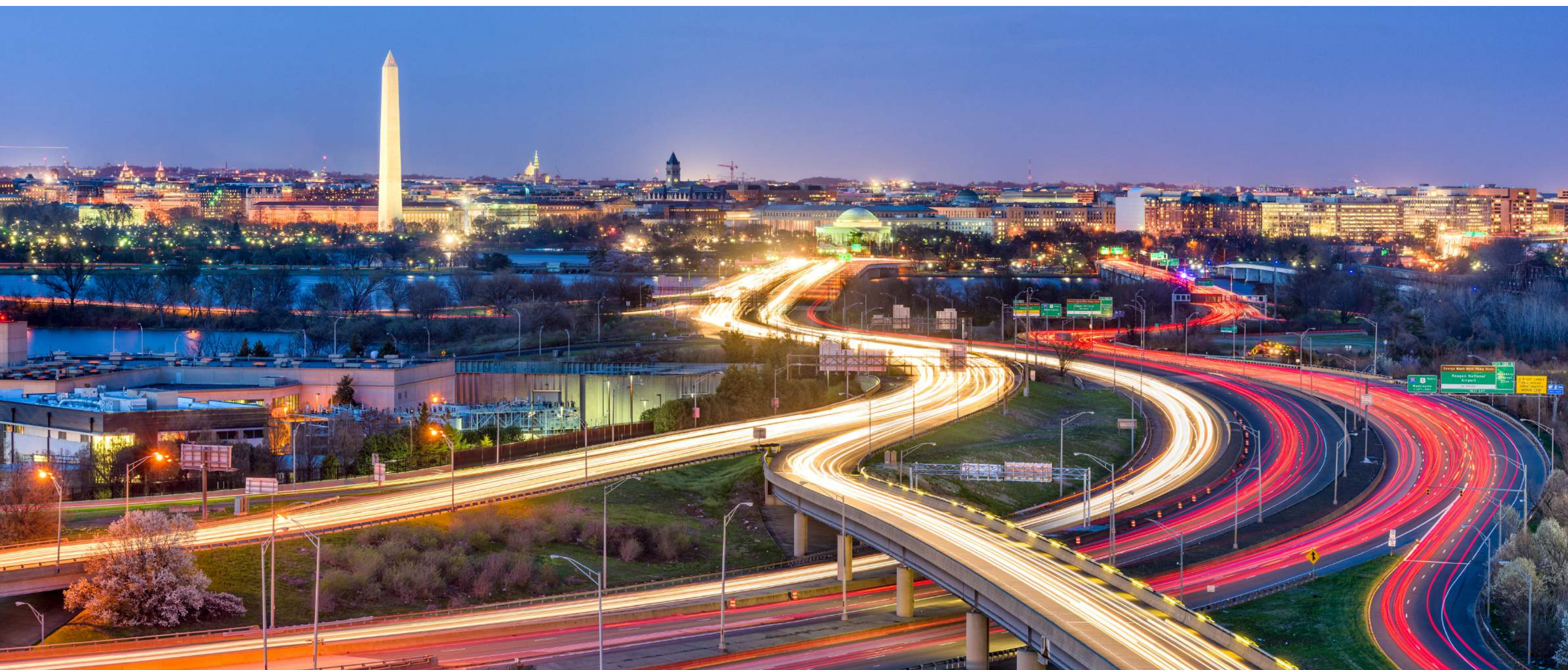
TARGET COMPLETION DATE: 2026+



Develop decision framework to evaluate congestion mitigation efforts and facilitate coordination so bus agencies can encourage policies that disincentivize low-occupancy vehicles and align with bus system improvements



Highlight and track congestion mitigation efforts through bus performance



Credit: Greater Washington Partnership

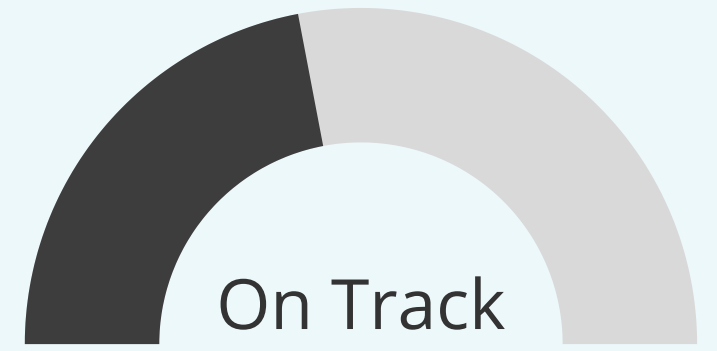
RECOMMENDED NEXT STEPS: PUBLISH IMPACTS OF BUS CONGESTION

1. DCST and the DC Council should finalize and publicly release the Decongestion Pricing Study.
2. MWCOG could explore ways to work with local transit agencies to track bus delays in order to quantify and regularly publish the regional impacts of buses being stuck in congestion vs a private vehicle, based on average passengers per vehicle and time-lost.

CREATE AN EXCELLENT CUSTOMER EXPERIENCE

J

Ensure that accurate, real-time service information for all providers is available in one place.



Accurate real-time data allows riders to know when the next bus will arrive, eliminating a major frustration while encouraging bus usage and making the bus more competitive with other modes, such as ride-hailing.

PROVIDE REAL-TIME DATA

Publicly accessible real-time data feeds should be seen as a core requirement for serving bus riders in today's technologically enabled world. Additionally, real-time data feeds can help transit agencies better understand the services they provide as well as help journalists, advocates, and citizen scientists, such as MetroHero, develop insights, tools, and applications to improve the accessibility of real-time, relevant information.

KEY PROGRESS

- WMATA produces [Annual Line Performance Report](#) (FY 2020)
- WMATA, ART, DASH, Fairfax Connector, and Ride On all publish GTFS-RT feeds
- WMATA releases [real-time bus and crowding information](#) (December 2020)
- Prince George's County launches [real-time bus tracking app](#) (August 2021)

ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2022



WMATA and bus operating agencies will develop plan to implement and publish GTFS-RT feeds



Plan for ongoing improvements to accuracy and reliability of GTFS-RT data



Implement GTFS-RT plans across the region



Market the availability of real-time information

BUS PROVIDERS THAT PUBLISH GTFS DATA

GTFS-RT (General Transit Feed Specification - Realtime) is an open format data feed that allows public transportation agencies to provide standardized realtime status updates about their bus fleet and service. The Realtime format is an extension to GTFS. Reliable data feeds help riders better plan trips and be aware of delays, creating a more seamless and reliable user experience.

Publish GTFS format:

1. ART
2. CUE
3. DASH
4. DC Circulator
5. Fairfax Connector
6. Ride On
7. TheBus
8. WMATA Metrobus
9. Loudoun County Transit*

Publish GTFS-Realtime format:

1. ART
2. DASH
3. Fairfax Connector
4. Ride On
5. WMATA Metrobus

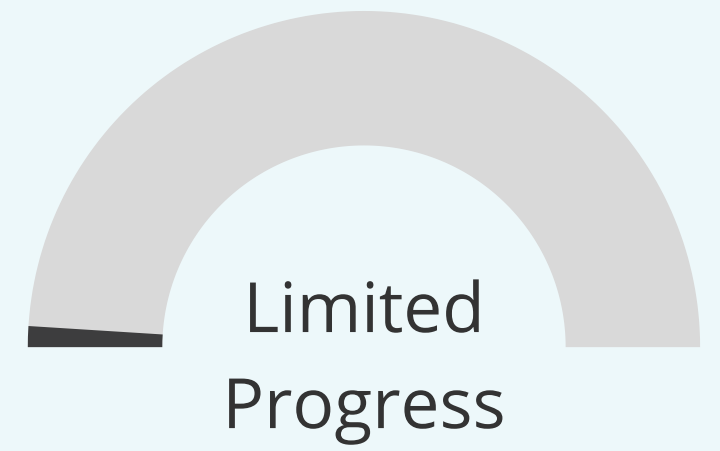
* No publicly-available link; data must be requested

RECOMMENDED NEXT STEP: ALL AGENCIES IMPLEMENT GTFS-RT

CUE, the DC Circulator, Prince George's County the Bus, and Loudoun County Transit should create an implementation plan for collecting, reporting, and publishing GTFS-Realtime data, or a comparable data feed format, for all buses so riders have similar access to real-time information regardless of what transit service they use across the region.

CREATE AN EXCELLENT CUSTOMER EXPERIENCE

K Make bus service easy to understand with legible maps and customer-friendly route names across providers.



Redesigned bus maps should include regionally consistent route numbering, standardized route level maps, and a one-stop-shop for route system information, allowing customers to navigate the regional bus system following consistent route naming patterns, map design, and signage.

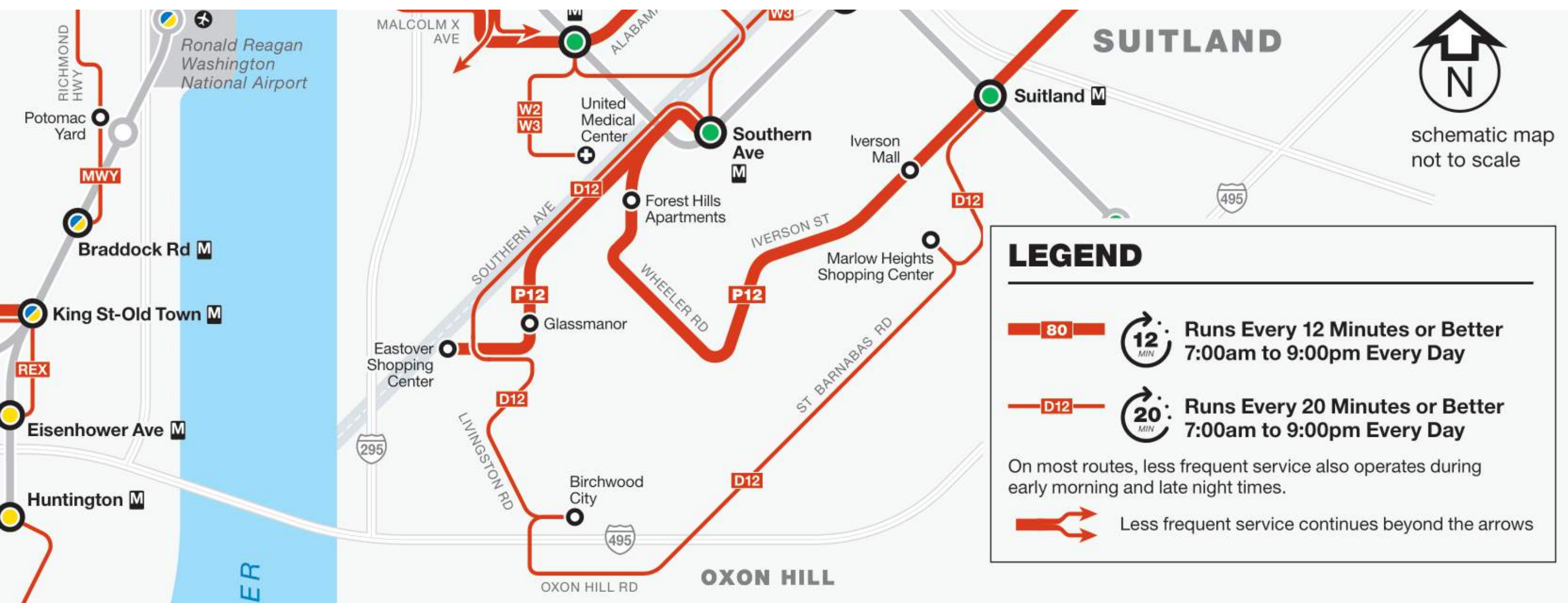
CREATE ICONIC BUS MAPS

Bus agencies across the country are taking inspiration from iconic transit maps, such as WMATA's Metrorail Map, to create innovative bus network maps. Frequency Maps, which clearly show the frequency of bus routes, and Late-Night Owl Service Maps, which show what service is available late at night, are two transit mapping innovations that agencies across the country are implementing. Bus map designs should be memorable, easy to read, and help riders know where they can go and when.

KEY PROGRESS

- Alexandria's DASH launches new frequency-based maps and simplified route numbering with the network redesign (Sep 2021)
- WMATA publishes Metrobus Frequent Service Maps
- City of Fairfax CUE conducting brand update including updated maps and route information (2022)
- Fairfax County is updating its bus maps and provides regional bus information on the Fairfax County BusTracker

EXAMPLE OF FREQUENCY MAPPING



Credit: WMATA; excerpt of Prince George's County, Maryland Frequent Service Map

ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2025+

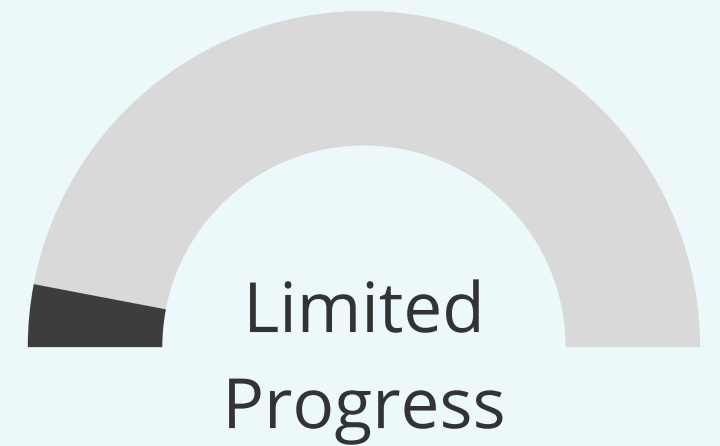
- Collaborate with regional transit providers to receive input on new design standards for system and route-level maps
- Determine an implementation plan for design and printing of maps across interested transit providers and coordinate funding source(s)
- Publish and disseminate revised print and electronic maps
- Develop implementation plan for ongoing map updates
- Develop implementation plan for route and numbering changes, including changes to signage and maps
- Implement route and numbering changes

RECOMMENDED NEXT STEP: WMATA ADDS MAPS TO BUS NETWORK REDESIGN

As the largest regional transit agency, WMATA, collaborating with local agencies, should begin designing new innovative map styles, including frequency and late-night maps, which can be implemented in tandem with a more customer-friendly route naming system when the new bus network redesign is implemented.

CREATE AN EXCELLENT CUSTOMER EXPERIENCE

L Expand marketing efforts to enhance visibility of bus options and benefits.



Many residents in the region are not familiar with the existing bus network. Even experienced riders may only be familiar with a few routes they ride regularly. Increased marketing efforts can inform more people about bus options and benefits, encouraging more bus usage at more hours of the day and for more trip types.

DIVERSIFY MARKETING

Riders in the region come from a diversity of backgrounds, including various income levels, occupations, level of access to digital tools, native languages, etc. A diversified marketing toolkit should consider print and digital media, partnerships, multilingual content, and other strategies to reach a larger customer base. Collaboration across agencies would also help channel collective resources to create an enhanced and well-funded marketing campaign.

KEY PROGRESS

- WMATA releases [Doing Our Part and Humming Right Along campaigns](#) to respond to COVID safety concerns (June 2021)
- NVTC conducts a [back to transit marketing campaign, "NoVa Rides"](#) for Northern Virginia
- Montgomery County Ride On [initiates marketing campaign](#) to outline COVID practices and entice riders back to the system

ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2030+



Each transit provider develops detailed, multi-year marketing plan and identifies funding

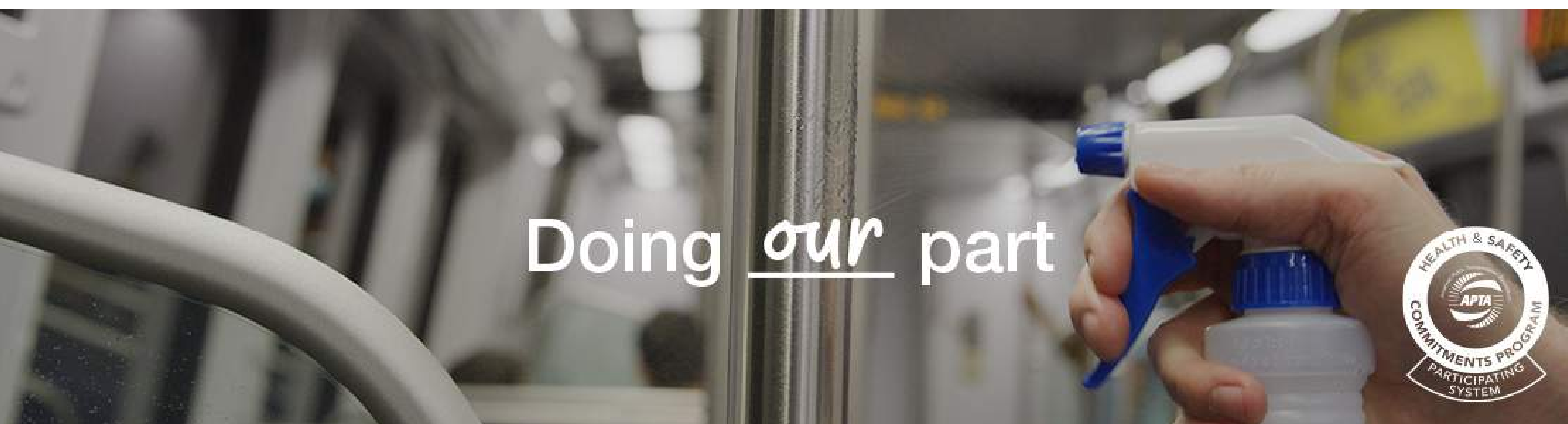


Implement the marketing plans



Convene a regular meeting for each bus provider's marketing staff to discuss ongoing efforts, opportunities for collaboration, and potential metrics for success

EXAMPLE OF COVID-RELATED SAFETY MARKETING



Credit: WMATA

RECOMMENDED NEXT STEP: CREATE BUS MARKETING WORKING GROUP

Convene a regular working group of each agency's marketing and communications staff to discuss ongoing efforts, opportunities for collaboration, and potential metrics for success that should be tracked across agencies. As agencies seek to recover lost ridership from the COVID pandemic and build new ridership, agencies should collaborate on a coordinated message that transit is safe.

CREATE AN EXCELLENT CUSTOMER EXPERIENCE

M Provide full transfer discount between local bus and Metrorail.



A full transfer discount between all local bus operators, Metrobus, and Metrorail makes it more affordable for low-income riders to use the regional transit network as efficiently as possible. Coupled with a bus network redesign, the transfer discount can help riders save money and have shorter, more efficient trips, creating a more cohesive transit system.

EVALUATE TRANSFER DISCOUNT IMPACTS





Focus on the implementation and evaluation of the transfer discount across all local bus agencies in the region. Agencies should also evaluate the impact of the discount on riders in terms of monetary savings and efficiency, as well as examine other barriers for low-income riders to efficiently use the bus network.

KEY PROGRESS

- WMATA board approves [full transfer discount between Metrobus and Metrorail](#) (June 2021)
- Fairfax County Connector offers [full transfer discount to WMATA Metrorail](#) (September 2021)
- WMATA to conduct Title VI analysis to evaluate transfer discount ahead of expected permanent changes (Expected early 2022)
- DASH, CUE, and RideOn remain fare free as of Jan. 1, 2022
- The full transfer discount between bus and rail is expected to be made permanent in WMATA's [FY2023 Operating Budget](#)

ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2021*

-  WMATA proposes implementing full transfer discounts between Metrobus and Metrorail as part of the annual budget process for FY2021
-  WMATA Board adopts the proposed budget that includes full transfer discounts between Metrorail and Metrobus
-  Implement full transfer discounts between Metrorail and all local bus providers
-  Evaluate the impact

Transfers Between Metrorail, Metrobus, and Local Bus Operators

Granular Transfer Data was Not Made Available or Reported Publicly

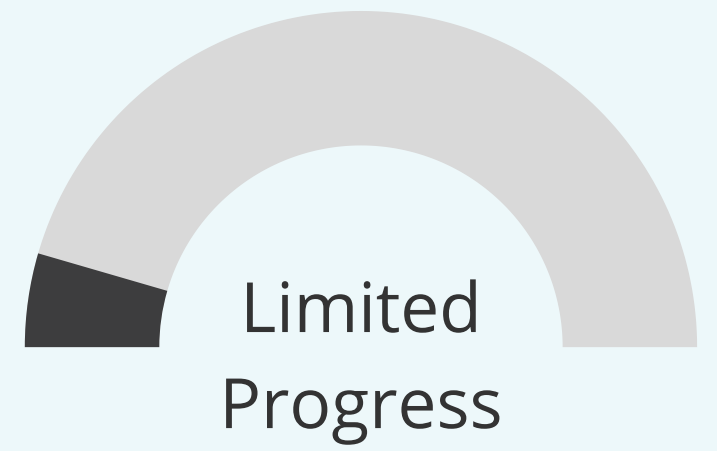


RECOMMENDED NEXT STEP: STUDY REMAINING BARRIERS TO MOBILITY

First, the region should pause and pat itself on the back (unfortunately, we don't do this often enough or well enough). Second, the region should identify remaining barriers to the transit network by convening a working group that explores opportunities to reduce transfer penalties between bus, rail, commuter rail, and micro mobility services such as scooter and bikeshare.

CREATE AN EXCELLENT CUSTOMER EXPERIENCE

N Provide reduced fare options for low-income riders.



Reduced fare options can improve mobility for low-income riders, who make up more than 50% of total Metrobus riders. Coupled with better bus service and free transfers between Metrorail and Metrobus, targeted low-income fare products can increase the equity and accessibility of our transportation system.

BUS FARES COME FROM RIDERS POCKETS

The COVID-19 pandemic demonstrated our economy's dependence on the essential services provided by low-income bus riders. Every dollar a low-income family spends on transit means less money they can spend on food, healthcare, and rent, hurting our economy. The region must come together to establish programs to increase long-term funding for transit and reduce the immediate costs for low-income riders.

KEY PROGRESS

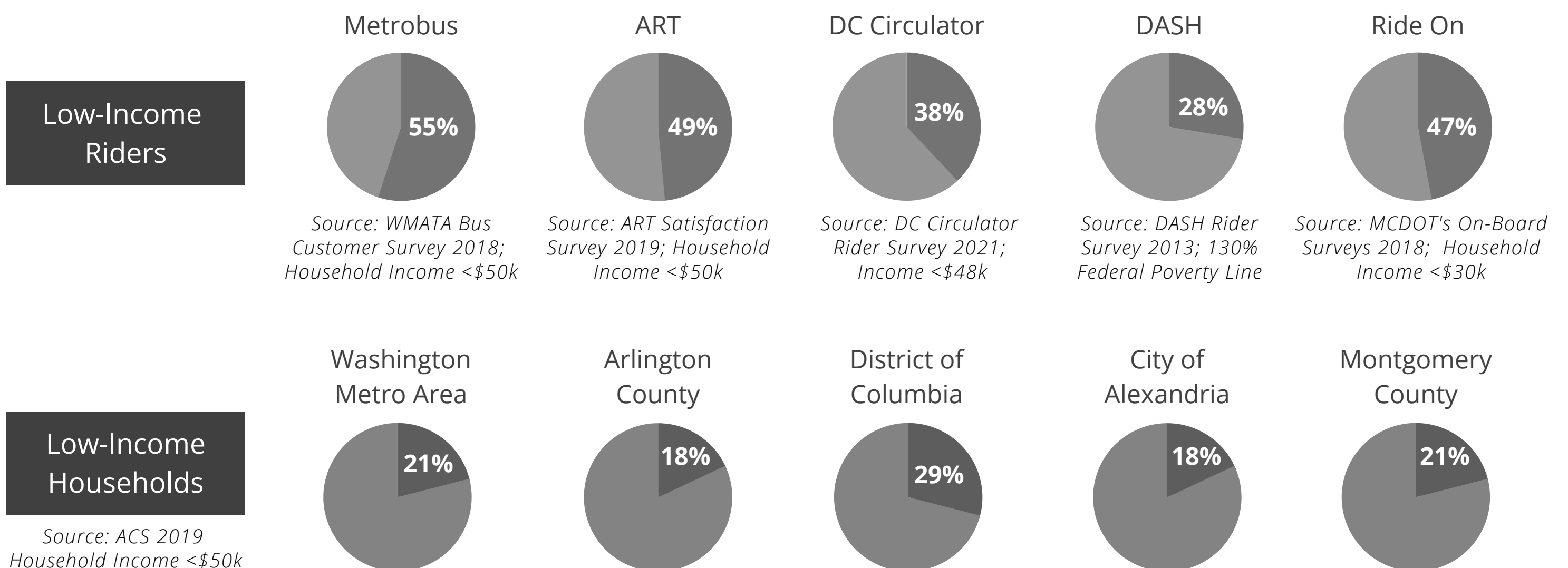
- DC and WMATA approved low-income fare pilot, which was put on hold due to pandemic, but will restart in 2022
- Prince George's the Bus reduces fares from \$1.25 to \$1 (January 2021)
- Alexandria's DASH goes fare free (September 2021)
- WMATA reduces weekly bus pass from \$15 to \$12 (September 2021)
- Montgomery County Council extends free fares for Ride On to July 2022
- City of Fairfax CUE continues to operate fare free (Ongoing)
- DASH and Fairfax Connector to conduct on-board ridership surveys in 2022, collecting updated ridership demographics

ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2024+

- Implement DDOT's low-income pilot in DC
- Measure program effectiveness and define scalable solution
- DDOT, WMATA, and DHS implement low-income fare product across District
- WMATA works with jurisdictions to implement low-income fare products across the region.

LOW-INCOME RIDERS COMPARED TO LOW-INCOME HOUSEHOLDS



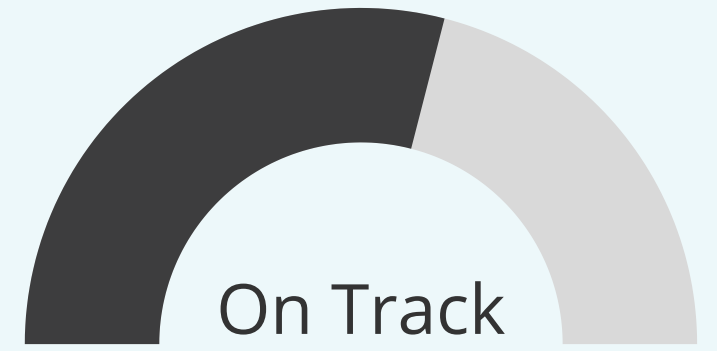
RECOMMENDED NEXT STEP: ASSESS LOW-INCOME FARES/FARE FREE IMPACTS

DDOT's low-income fare pilot, which will be run out of Lab@DC, should create a comprehensive evaluation system to measure its impact on ridership as well as its impact on the quality of life for low-income families who use transit. A similar assessment should be conducted for DASH's recent implementation of fare free operations.

CREATE AN EXCELLENT CUSTOMER EXPERIENCE



Create a mobile solution to plan and pay for trips in one place.



Mobile payment options can reduce barriers to riding the bus, especially for infrequent riders and visitors. Mobile payment also has the potential to speed up the boarding process, allowing buses to travel faster and more reliably for all riders.

CREATE SEAMLESS PAYMENT EXPERIENCE

The launch of WMATA's mobile payment solutions across Apple Pay and Google Pay is a big win for the region. Future upgrades should explore ways to add existing programs, such as the Kids Ride Free Program into the mobile payment solutions. Mobile payment can also help pave the way for more regional transit fare passes that work across transit providers and micro-mobility services. With mobile payment, a rider should be able to take a bus in Washington to Union Station, a commuter rail to Penn Station, and a bus from Penn Station to the Inner Harbor in Baltimore all on one app.

KEY PROGRESS

- WMATA launches mobile payment solution with Apple Pay (September 2020)
- WMATA expands mobile payment solution to Google Pay (June 2021)

ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2024



Develop and implement mobile payment solution (and procurement of necessary hardware)



Market the mobile payment solution



Identify additional capabilities and features and upgrade

METROBUS TRIPS PAID FOR USING APPLE PAY AND GOOGLE PAY

Granular Mobile Payment Data was Not Made Available or Reported Publicly

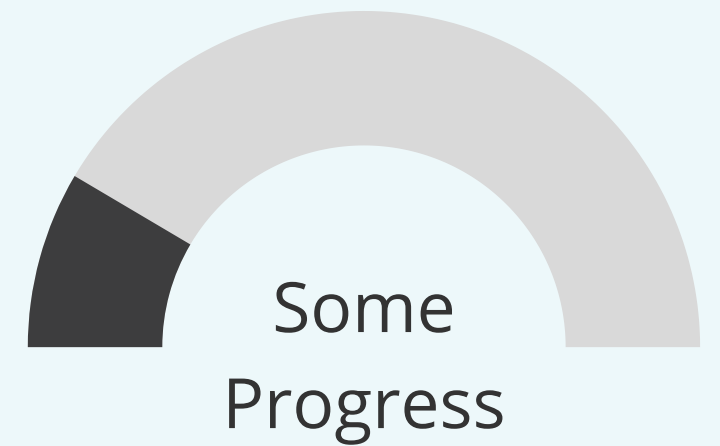


RECOMMENDED NEXT STEP: ADD 'KIDS RIDE FREE' TO MOBILE PAYMENT

WMATA should explore whether the Kids Ride Free program, U-Pass, and Senior Passes can be incorporated into the mobile payment solutions to ease administration and reduce costs of the program and report on the number of mobile payment users.

CREATE AN EXCELLENT CUSTOMER EXPERIENCE

P Develop regional passes that work across providers and make bus fares clear and understandable.



Implementing clear and consistent fares across bus providers and fare products that can be used on all transit providers will encourage more bus ridership by reducing barriers to the system and creating a more seamless experience for customers across the region.

RIDERS DON'T CARE ABOUT CITY BORDERS

Half of all residents in the Washington region crossed county or state lines when commuting to work before the pandemic. Regional transit passes are essential to creating a more seamless customer experience for riders moving about the region, whether for work or play.

KEY PROGRESS

- WMATA adds Metrobus trips into the Monthly Unlimited Pass, formerly Select Pass (July 2019)
- WMATA Board approves creation of Unlimited Combo Passes to add local transit providers into monthly pass options (June 2021)
- WMATA temporarily discounts daily, weekly, and monthly passes to encourage ridership (September 2021)

CASE STUDY: ORCA IN SEATTLE METRO

The ORCA card (One Regional Card for All) is a contactless, stored-value smart card system valid on most transit systems in the Puget Sound — Seattle metropolitan region. In 2003, seven agencies agreed to implement the shared smart card system, launching the ORCA system in 2009. ORCA is managed by the Central Puget Sound Regional Fare Coordination System, a joint board of directors with representatives from all member transit agencies.



ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2022+

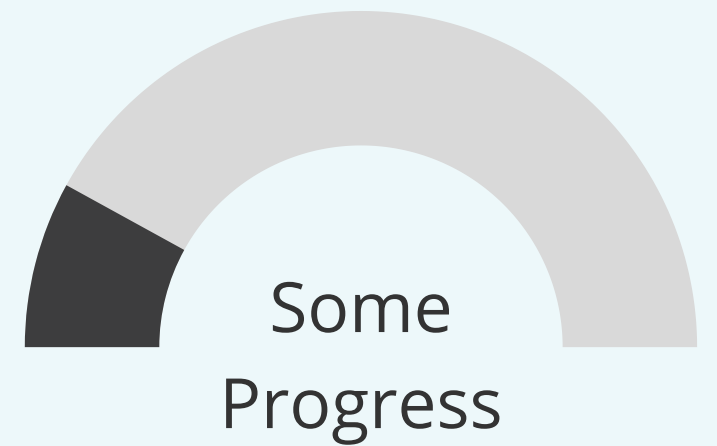
-  Expand WMATA's pass products to include local bus providers
-  Market products to raise awareness
-  Evaluate impacts of regional bus pass products on ridership, revenue, service
-  Collect fare policy and special fares for each service provider and identify differences between regional providers
-  Develop recommendations and implement changes to the region's fare policy, including how special fares are defined for seniors, children, students, etc. across region
-  Develop clear, easy-to-use materials outlining regional fare policy on all service providers and include in marketing efforts

RECOMMENDED NEXT STEP: EXPAND THE MONTHLY UNLIMITED PASS

WMATA should work with all local bus providers and other transit and micro-mobility providers to identify additional services to add to their Monthly Unlimited Pass.



Incentivize more employers to offer transit benefits.



Transit benefits can encourage more people to ride transit and take the bus to work, just as free parking encourages people to drive to work. If transit benefits are easy to set up and administer, more employers will offer transit benefits, reducing barriers to transit.

INEQUITABLE ACCESS TO TRANSIT BENEFITS

Transit benefits allow an employee or employer to purchase transit fares with pre-tax dollars. Employers may cover some or all of the costs. Historically, transit benefits have been offered to employees in high-skill or high-income jobs. Higher-income residents are more than five times more likely than low-income residents to have a transit benefit, but low-income residents are most likely to use and rely on transit.

Local jurisdictions and Transportation Demand Management (TDM) agencies should identify strategies to increase the share of employers who offer transit benefits, especially to lower-skill, lower-income jobs, by simplifying the setup and administration of benefits. If employers, regardless of size, could buy something like an expanded WMATA Monthly Unlimited Pass that works across providers and easily distribute those to employees, it could expand the pool of employers who offer transit benefits.

KEY PROGRESS

- DC enacts the Transportation Equity Amendment Act of 2020 to require more employers to offer transit benefits (April 2020)

ACTION STEPS TRACKER

TARGET COMPLETION DATE: ONGOING



Convene regional TDM representatives on an annual basis with the specific focus of developing best practices to reach bus customers



Ensure that all transit benefits materials are available in Spanish



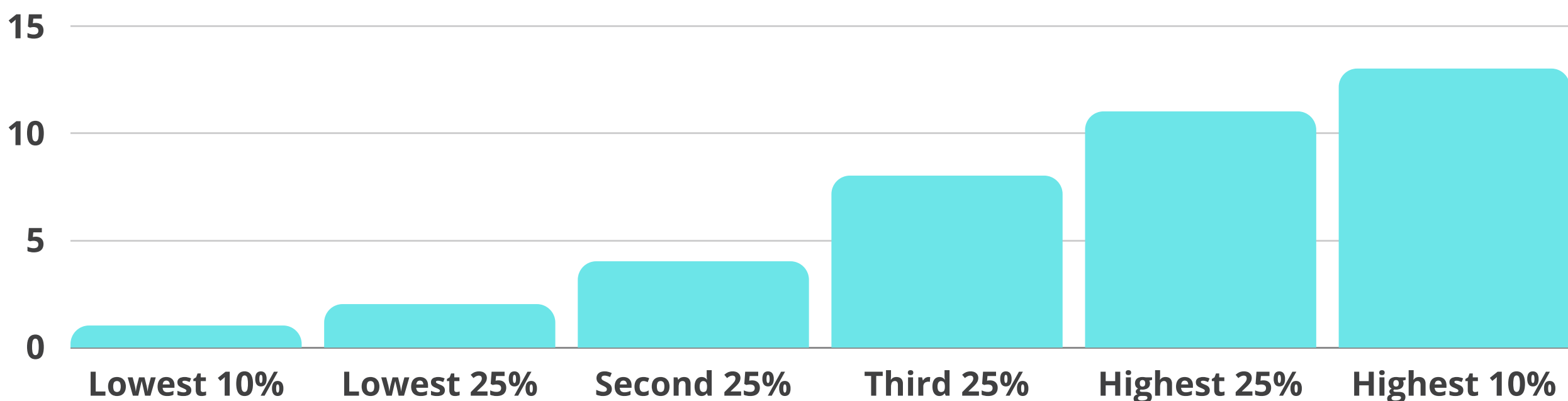
Develop plans to encourage more employers to offer transit benefits to bus customers



Implement plans to increase the use of SmartBenefits among bus riders

ACCESS TO TRANSIT BENEFITS BY INCOME LEVEL

Percent of Workers with Access to Subsidized Commuting (Transit Benefits) by Income Level, 2010



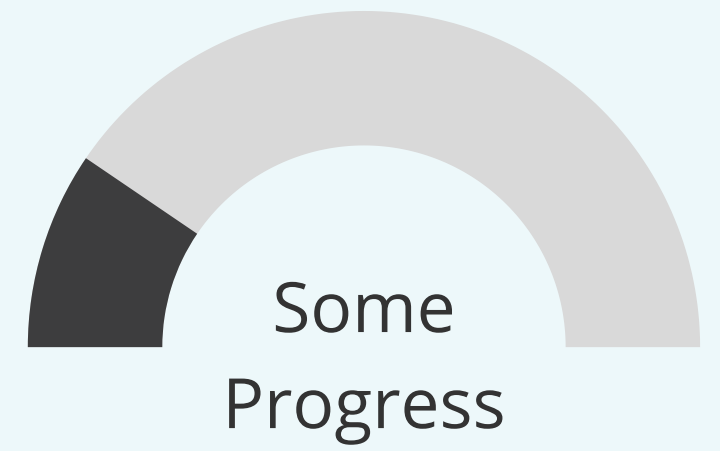
Source: TransitCenter, Subsidizing Congestion (2014)

RECOMMENDED NEXT STEP: SURVEY NON-USERS OF SMARTBENEFITS

WMATA should work with the Metropolitan Washington Council of Governments and local Transportation Demand Management agencies to increase outreach about existing transit benefit programs, such as SmartBenefits, and to survey employers who do not currently offer transit benefits or use SmartBenefits to identify pain points and challenges and ultimately increase participation.

CREATE AN EXCELLENT CUSTOMER EXPERIENCE

R Make bus stops and shelters safe, comfortable, accessible, and technology-enabled.



Waiting for a bus sets the tone for the rest of the trip. Investing in safe, comfortable, and accessible bus stops will ensure that all riders have a comfortable start to their trip with the appropriate amenities for their stop's context and levels of use, including ADA compliance, encouraging more ridership.

MAKE ALL BUS STOPS ACCESSIBLE

The region's bus stops must be made accessible to all riders using ADA standards and context-sensitive design. WMATA should work with local jurisdictions to continue evaluating the condition of existing bus stops to develop a "gold standard" and minimum bus stop requirements based on context and level of use.

KEY PROGRESS

- WMATA creates new design and standards for WMATA bus shelters
- WMATA starts rolling out new bus shelters at Braddock Road Metro Station (2021)
- Prince George's County, in partnership with WMATA, installed 11 solar powered bus stop display screens in Oxon Hill and Fort Washington (2021)
- Fairfax County's [Transit Development Plan](#) includes a bus stop improvement program that has upgraded or installed 115 bus shelters in the past five fiscal years

ACTION STEPS TRACKER

TARGET COMPLETION DATE: ONGOING



Each transit provider works with local jurisdictions to review their existing bus stops and associated amenities, and develops or updates their inventory of each stop, with exact location data (lat/long), and the existence and condition of accessibility, shelters, lighting, signage (static and real time), and other amenities. The daily level of passenger activity at each stop should also be included.



Each jurisdiction develops context-sensitive "gold standard" and minimum bus stop guidelines



Each agency or jurisdiction develops a detailed plan which amends their existing bus stop improvement program to include schedule and funding levels in order to upgrade all its bus stops to meet standards by 2030 and maintain them into the future



Improve all bus stops to jurisdictional standards by 2030 according to the jurisdictional plans

NUMBER OF BUS STOPS

	Used by Agency								
	Metrobus	ART	DASH	DC Circulator	Fairfax Connector	Fairfax City CUE	Ride On	The Bus	Loudoun County Transit
Bus Stops Used	11,500	648	544	140	2,741	194	4,827	1,613	320

	Maintained by Jurisdiction								
	Arlington	Alexandria	District of Columbia	Fairfax County	Fairfax City	Montgomery County	Prince George's County	Loudoun County	
Maintained Bus Stops	1,011	765	3,174	Not Provided	164	4,800	1,500	Not Provided	

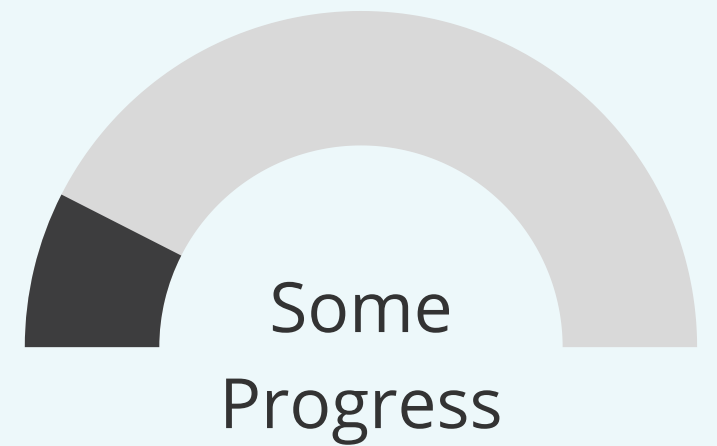
RECOMMENDED NEXT STEPS: BUS STOP MINIMUM & GOLD STANDARDS

WMATA, local bus providers, and jurisdictions should convene a working group to create a context-sensitive "gold standard" and minimum bus stop amenity guidelines based on ridership and transportation equity goals. The three states' DOTs could work with WMATA, the local agencies, and MWCOG to ensure each transit agency maintains and regularly updates an inventory of bus stops that catalogues the amenities of all bus stops and estimates costs to upgrade all bus stops to a minimum set of regional standards.

CREATE AN EXCELLENT CUSTOMER EXPERIENCE

S

Advance technology and programs that improve the safety of everyone onboard by partnering with riders, bus operators, and unions.



To advance the safety and security onboard buses for both operators and riders, WMATA and the local transit agencies should regularly review best practices and update their educational outreach campaigns and safety technology onboard all buses.

CREATE A BUS SAFETY COMMITTEE

WMATA should organize a recurring meeting among regional bus providers, riders, unions, and police departments to identify best practices around bus rider and operator safety. The meetings can help transit agencies continually review and update plans to improve safety through employee training processes and regional bus practices around bus procurement and onboard technology.

KEY PROGRESS

- Local transit agencies and WMATA require rear-door boarding to protect operators from COVID (March 2020)
- Local transit agencies and WMATA install protective shields to protect operators as rear door boarding ends (December 2020)
- City of Fairfax CUE updated training for driver signaling and securing vehicles
- Montgomery County Ride On FLASH buses include Mobileye Pedestrian Detection System to alert bus operators when pedestrians approach the vehicle's path
- DASH testing Mobileye Pedestrian Detection Systems

ACTION STEPS TRACKER

TARGET COMPLETION DATE: ONGOING



Organize a recurring meeting or meetings among bus providers, unions, and police departments to share issues, challenges, existing safety and security features and programs, and best practices for customer safety and security



Through peer research and consultation, each bus provider develops a plan for improving onboard safety/security to utilize during bus procurement and employee training processes



Each bus provider implements training programs and/or utilizes plans on all future bus procurements, as defined by their plan developed in Action Step B



Work directly with operators, supervisors, unions, and riders to develop a public education program focused on encouraging positive rider behavior towards other riders and drivers



Encourage cross-participation in safety meetings across agencies to ensure that regional best practices are adopted where appropriate.



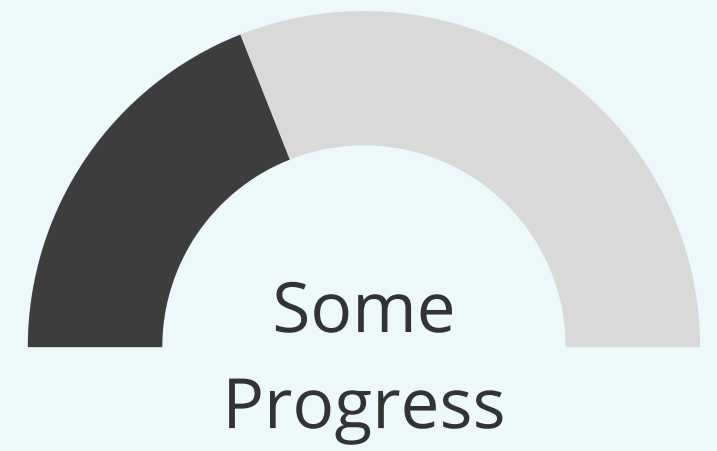
Credit: [WMATA](#)

RECOMMENDED NEXT STEP: WMATA CREATES BUS SAFETY COMMITTEE

WMATA should create a Transit Safety Committee, like the Accessibility Advisory Committee or the Rider's Advisory Council, with representatives from riders, bus providers, bus operators, unions, and police departments to share challenges, existing safety and security features and programs, and best practices to ensure rider and operator safety and security.

CREATE AN EXCELLENT CUSTOMER EXPERIENCE

T Empower front-line staff to provide exceptional customer service.



When front-line staff are provided the resources and training to give riders exceptional customer service, riders have a more pleasant experience. Empowered front-line staff are essential to goals around increasing customer satisfaction, thereby encouraging more ridership.

PRIORITIZE EXISTING CUSTOMER NEEDS

Transit agencies provide a public service, but they also must compete with private transportation services, such as ride-share services and even private automobiles. Transit agencies should look at service provision from the customer perspective, especially the needs and concerns of existing riders.

KEY PROGRESS

- WMATA holds monthly BusSTAT meetings to monitor performance and develop strategies to improve service for customers (Ongoing)

ACTION STEPS TRACKER

TARGET COMPLETION DATE: ONGOING



Each agency evaluates their customer service practices and training procedures and compares them to best practices regionally and nationally



Each provider works with customer-facing staff to review policies and processes that negatively or positively impact customer experience



Evaluate impact and monitor performance



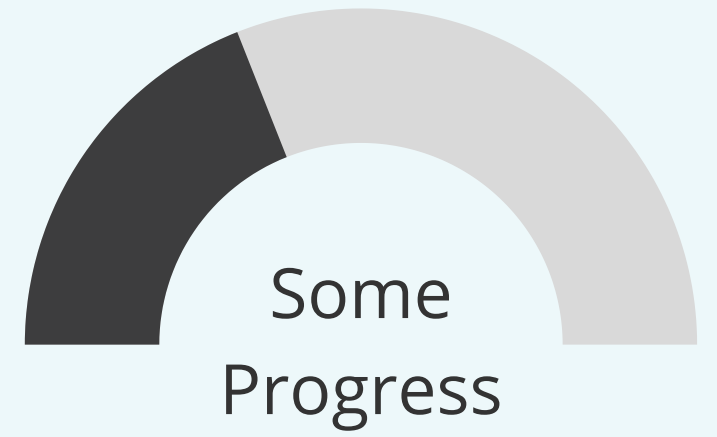
Credit: [WMATA](#)

RECOMMENDED NEXT STEP: MWCOCG CREATES CORE RIDER SURVEY QUESTIONS

The Metropolitan Washington Council of Governments could work with WMATA and the local transit agencies to design a core set of customer service rider survey questions for each transit agency to regularly survey and publish their rider's service perceptions.

CREATE AN EXCELLENT CUSTOMER EXPERIENCE

U Ensure that all buses meet the highest standards of comfort and cleanliness.



Just as one bad experience at a restaurant can make you think twice about returning, one dirty or uncomfortable bus ride can turn away riders. While not everything is in full control of the transit agency, ensuring that all buses meet the highest standards will encourage more people to be comfortable riding the bus and can increase ridership.

BUSES MUST BE CLEAN AND COMFORTABLE




Clean vehicles enhance the transit experience and are a basic expectation for riders. Transit agencies must consider the ability to regularly and easily clean vehicles in their standard operating procedures, operating budgets, and their fleet expansion plans. The pandemic has also added clean air and air circulation as key factors in bus maintenance and procurement.

KEY PROGRESS

- WMATA and local providers implement enhanced cleaning procedures in response to the COVID-19 pandemic (March 2020)
- WMATA joins the American Public Transportation Association's Health and Safety Commitments Program in response to the COVID-19 pandemic
- Prince George's County the Bus provides free WIFI on all buses

ACTION STEPS TRACKER

TARGET COMPLETION DATE: ONGOING

-  Conduct a literature and peer review regionally and nationally to develop best practices
-  Bus providers work directly with agency maintenance staff and riders to develop and/or improve cleaning standards and procedures
-  Convene a regular meeting for bus providers to share processes and challenges in improving funding and maintaining bus cleanliness programs in the region

EXAMPLES OF COVID-RELATED SAFETY MARKETING

Credit: APTA Health & Safety Commitments Program

Credit: City of Fairfax CUE

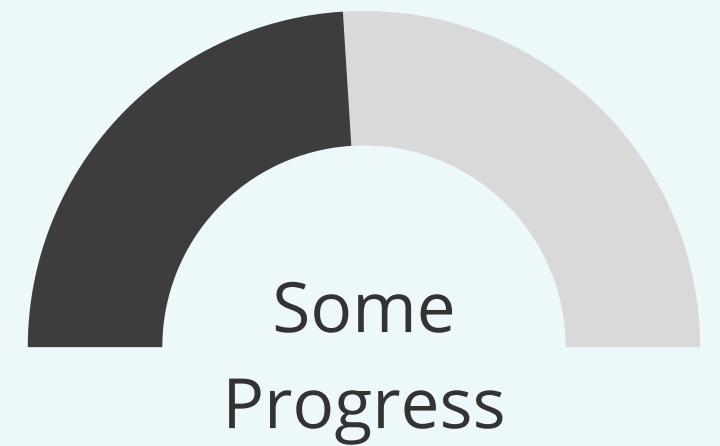
RECOMMENDED NEXT STEP: ADD AIR CIRCULATION INTO BUS PROCUREMENT

Local transit agencies should incorporate air quality and air circulation not only into plans for their current cleaning standards and operating procedures, but also as a consideration when acquiring new buses for their fleets.

CREATE AN EXCELLENT CUSTOMER EXPERIENCE

V

Advance new vehicle technologies to improve buses' environmental footprint and efficiency, such as electric buses and automation.



Alternative fuel technologies and zero-emissions vehicles can improve buses' environmental footprint and reduce the region's dependency on fossil fuels. Emitting less vibration, noise, and exhaust from buses will improve our communities' environment while also reducing operating and maintenance costs. Zero emissions infrastructure investments for charging and storing vehicles must be coordinated with an optimized regional bus network.

TRANSITION TO ZERO EMISSIONS FLEETS

Transit is an essential tool to reduce carbon emissions and pollution from transportation, but the majority of our transit fleets continue to burn diesel or fossil fuels. Transitioning to zero-emissions fleets is capital intensive, but it can reduce long-term operating costs, carbon emissions and local pollution, all while creating new job opportunities.

KEY PROGRESS

- Fairfax County launches electric autonomous shuttle pilot between Dunn Loring Metrorail station and the Mosaic District (October 2020)
- Prince George's County announces plans to buy eight electric buses (October 2020)
- Fairfax County announces plans to buy four electric buses to enter service in Fall 2022 and is developing capacity for more electric buses (May 2021)
- WMATA Board targets zero-emission bus fleet by 2045 (June 2021)
- WMATA hires Director of Zero Emissions Vehicles and creates Zero Emissions Vehicle team (Summer 2021)
- DASH increases electric bus fleet to 14 buses and continues planning for full fleet transition by 2037 (Fall 2021)
- Montgomery County starts building a micro-grid solar energy project to power its expanding fleet of electric buses at MCDOT's Ride On Brookville Smart Energy Bus Depot (September 2021)
- ART conducting feasibility study for Zero Emissions Infrastructure at its new transit operations and maintenance facility. (Ongoing)
- WMATA will conduct a pilot to test and evaluate 12 electric buses, allowing Metro to test vehicle and charging manufacturers. (Expected 2022-2024)

ACTION STEPS TRACKER

TARGET COMPLETION DATE: ONGOING

- Investigate zero emissions bus technology, power availability, operational specifics (routes, garages, etc.)
- Convene staff to share investigation results
- Investigate testing and evaluation of ZEV
- Develop and implement plans for conversion to ZEV
- Monitor the development of automated vehicle (AV) technologies and their application to buses and transit vehicles. Consider appropriate next steps.

BUS PROVIDER FLEET SIZES & ZERO-EMISSIONS TARGET YEAR

	Metrobus	ART	DASH	DC Circulator	Fairfax Connector	Fairfax City CUE	Ride On	The Bus	Loudoun County Transit
Fleet Size	1,500	78	101	72	340	12	389	95	107
Zero-Emissions Target Year	2045	-	2037	2030	2035	-	2035	70% Zero or Low Emission by 2035	-

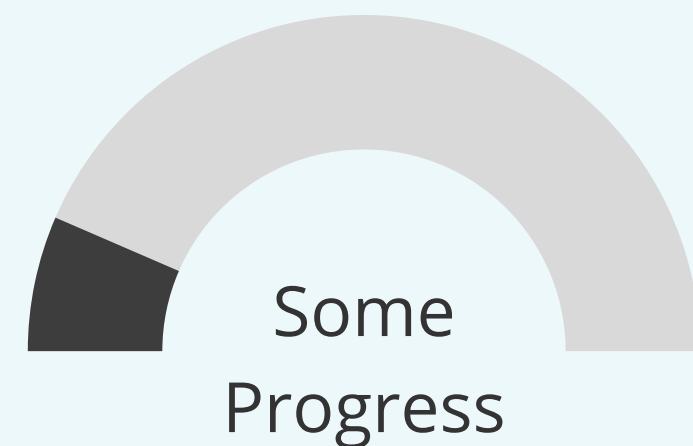
RECOMMENDED NEXT STEP: ACCELERATE ZERO-EMISSIONS TIMELINES

Each agency should study the barriers and opportunities to accelerate their timelines to transition to zero-emissions vehicle fleets and identify the capital funding, storage, and labor requirements needed to achieve that timeline.

CREATE AN EXCELLENT CUSTOMER EXPERIENCE

W

Establish a Regional Mobility Innovation Lab (RMIL) to systematically share knowledge and accelerate improvements in service provision and safety.



A Regional Mobility Innovation Lab (RMIL) can help transit agencies and transportation departments explore and implement innovative solutions to improve bus operations and planning, making the bus system more attractive to riders and more cost efficient to operate.

IDENTIFY RMIL HOST

The region should identify an appropriate host agency for the RMIL. The COVID-19 pandemic drastically disrupted and redefined our mobility patterns, creating an urgent need, now more than ever, for innovative transit solutions.

KEY PROGRESS

- WMATA hosts regular meetings with regional bus agency staff to exchange progress and best practices, including:
 - Fare Payment Systems (Monthly)
 - Bus Priority (Bi-Monthly)
 - Regional Bus Ridership (Annual)
- NVTC is scoping a Low/Zero Emissions Bus Strategy Plan for Northern Virginia

ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2024

-  Perform literature and peer review to identify examples of different approaches and develop a memo that investigates several options for RMIL in the region that may build on existing entities in the region
-  Working with universities and innovation officers from around the region, establish RMIL charter that defines purpose, scope, staffing needs, and potential funding sources
-  Establish regional funding source and agreements for resource sharing
-  Launch the Regional Mobility Innovation Lab

FAIRFAX COUNTY AUTONOMOUS ELECTRIC SHUTTLE PILOT



Credit: [Dominion Energy](#)

RECOMMENDED NEXT STEP: DRAFT 'RMIL' PURPOSE AND SCOPE

In the near-term, local bus providers and WMATA should convene regularly to share best practices and collaborate on innovative solutions to improve the customer experience. Within the next year, said working group should draft a purpose and scope for a Regional Mobility Innovation Lab.

EMPOWER A PUBLICLY APPOINTED TASK FORCE TO TRANSFORM THE BUS



Convene a task force to ensure implementation of the Strategy and provide long-term leadership for the region's bus system.



A regional task force focused on the implementation of the Bus Transformation Project would help to ensure the strategy will continue to be prioritized by local transit agencies, roadway owners, elected officials, and other stakeholders.

EMPOWER A TASK FORCE

The Bus Transformation Project created a comprehensive plan for how to improve the regional bus system. However, there is no designated agency or decision-maker with the authority or responsibility to monitor progress and regularly review and update the strategy's recommendations. A steward to better coordinate between agencies can help carry the strategy forward and transform the recommendations into concrete actions across the region.

KEY PROGRESS

- WMATA hosts regular meetings with regional bus agency staff to exchange progress and best practices, including:
 - Fare Payment Systems (Monthly)
 - Bus Priority (Bi-Monthly)
 - Bus Leaders Meeting (Bi-Monthly; Started Dec. 2021)
 - Regional Bus Ridership (Annual)
- NVTCT hosts regular meetings with Northern Virginia transit providers on:
 - Regional Fare Collection
 - Zero/Reduced-Fare Policy
 - Planning for Envision Route 7 BRT

ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2023



Discuss options to advance a more unified bus system through existing or other organizations



Define organizational roles, responsibilities, and structure of the task force – strengthening existing organizations or developing new structure/collaborations



Identify functional location, funding, and staff support for task force, if necessary



Launch task force (or alternative) and develop short-term (1-3 years) and long-term work plans



Implement work plans and oversee Bus Transformation Project Recommendations and progress.

BUS TRANSFORMATION PROJECT EXECUTIVE STEERING COMMITTEE

The project's Executive Steering Committee members below provided leadership and informed the study's approach and recommendations but ongoing progress against the recommendations will need to be led by agency leadership.

Rosie Allen-Herring President and CEO of the United Way of the National Capital Area	David Alpert Former Director of DC Surface Transit	Chuck Bean Director of the Metropolitan Washington Council of Governments	Bob Buchanan President of the 2030 Group	Jim Dyke Former WMATA Board Member	Nat Gandhi Former CFO for the District of Columbia
Kim Horn President of Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc.	Jack McDougale President and CEO of Greater Washington Board of Trade	Sandy Modell Former General Manager and CEO of DASH, Alexandria	Neil Pedersen Executive Director of the Transportation Research Board	Jack Potter President/CEO, MWAA, former US Postmaster General, and CEO of the US Postal Service	Rob Puentes Char, Eno Center for Transportation
David Richardson Senior Director, Governmental Affairs for Southwest Airlines	Debra Ratner Salzberg President, Forest City Washington	Stewart Schwartz Executive Director, Coalition for Smarter Growth	Anne Stubbs Former Executive Director of the Coalition of Northeast Governors, Retired	Beverley Swaim-Staley President of USRC and former Secretary of Maryland Department of Transportation	Ed Wytkind EW Strategies LLC; former President of the Transportation Trades Department, AFL-CIO

RECOMMENDED NEXT STEP: LAUNCH TASK FORCE WITH AGENCY LEADERS

A task force or committee made up of the leadership of the region's transit agencies should convene regularly to report on progress against the BTP recommendations and better integrate decision making, coordination of operations, facilities, and services. The committee should identify a few key priorities each quarter to maintain momentum for regional bus transformation.

EMPOWER A PUBLICLY APPOINTED TASK FORCE TO TRANSFORM THE BUS

Y

Facilitate an independently published annual Progress Report on Bus Transformation Strategy implementation and a Bus Performance Scorecard.



The Bus Transformation Project strategy included recommendations for external monitoring and accountability. This inaugural annual Progress Report and MetroHero's Bus Performance Scorecard are designed to encourage transparency and accountability across the region's jurisdictions and transit agencies to promote better, faster regional coordination toward Bus Transformation.

EVALUATE FOR ACCOUNTABILITY

While the region has made significant progress on many of the recommendations of the Bus Transformation Project since the strategy was first released in 2019, there is still much work to be done. The MetroNow Coalition is committed to continuing to monitor and push our transit agencies, jurisdictions, and elected officials to prioritize bus service and bus investments.

KEY PROGRESS

- MetroHero launches [ARIES Bus Performance Scorecard](#) (March 2021)
- The MetroNow Coalition releases the Bus Transformation Project Progress Report (January 2022)

ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2021+

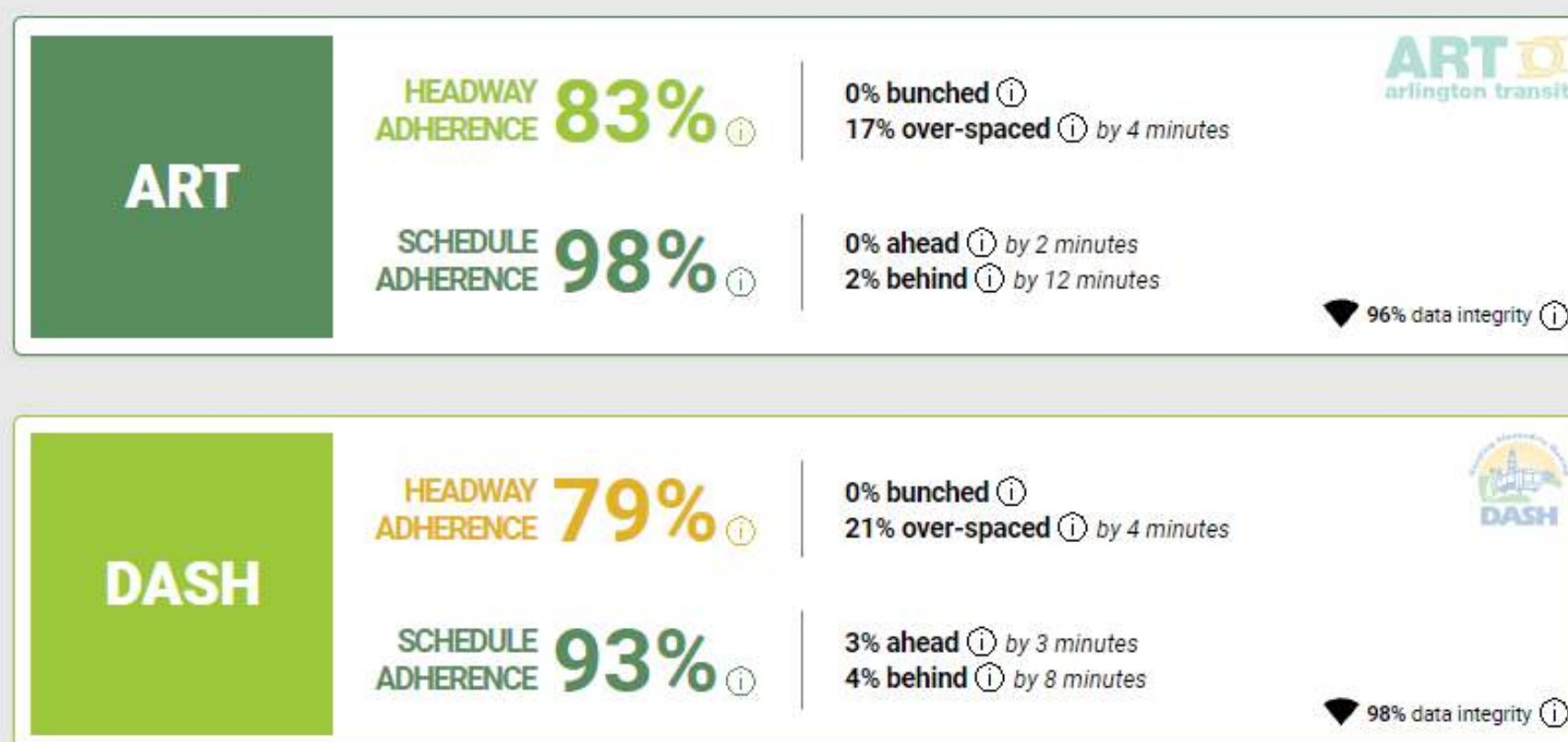
- Identify entity that will create the annual BTP Progress Report
- Jurisdictions and agencies review Progress Report and respond through modifications to Strategy
- Create and publish annual Bus Performance Scorecard

ARIES BUS PERFORMANCE DASHBOARD BY METROHERO

Adherence + Reliability + Integrity Evaluation System

Select a bus system in the Greater Washington region to view a breakdown of every route's performance in real time

last updated a few seconds ago / data automatically updates every 30 seconds



Credit: MetroHero [ARIES Dashboard](#) October 2021

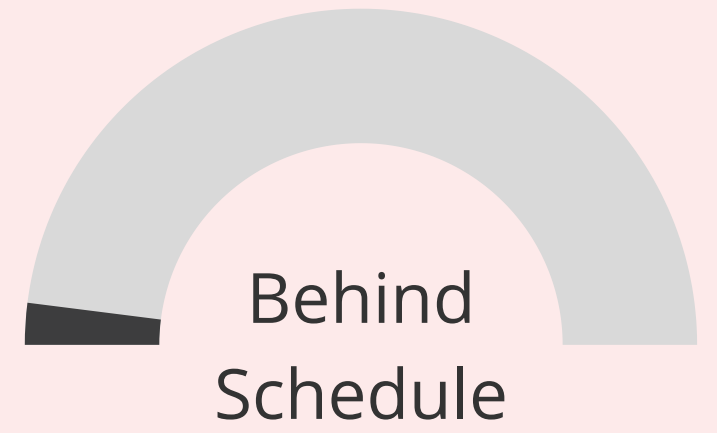
RECOMMENDED NEXT STEP: ASSESS AND ACCELERATE PROGRESS

WMATA, local bus providers, local jurisdictions, and elected officials should review the Progress Report and Performance Scorecard and modify plans and budgets to accelerate progress against the Bus Transformation Project's key goals and recommendations to transform the region's bus system.

EMPOWER A PUBLICLY APPOINTED TASK FORCE TO TRANSFORM THE BUS

Z

Develop a platform for rider feedback and an ongoing mechanism for incorporating feedback into regular revisions of the Strategy recommendations.



Regular revisions and updates to the Bus Transformation Project Strategy will make sure that it remains relevant and able to address new issues as they arise. Incorporating more rider feedback illustrates the region's commitment to providing the best bus network possible. This is especially important as WMATA kicks off a Bus Network Redesign process and all the region's transit agencies continue to recover from the impacts of the COVID pandemic.

STREAMLINE RIDER FEEDBACK

A rider should be able to provide feedback in a streamlined and efficient method and trust their feedback will be reviewed by the appropriate staff and incorporated into considerations for how to improve the regional bus network.

KEY PROGRESS

No significant progress to report

ACTION STEPS TRACKER

TARGET COMPLETION DATE: 2021+

- Create a regional platform for rider feedback
- Create ongoing mechanism to incorporate feedback into regular revisions of the Strategy recommendations
- Encourage more elected officials and decision-makers to participate in bus ride-along programs

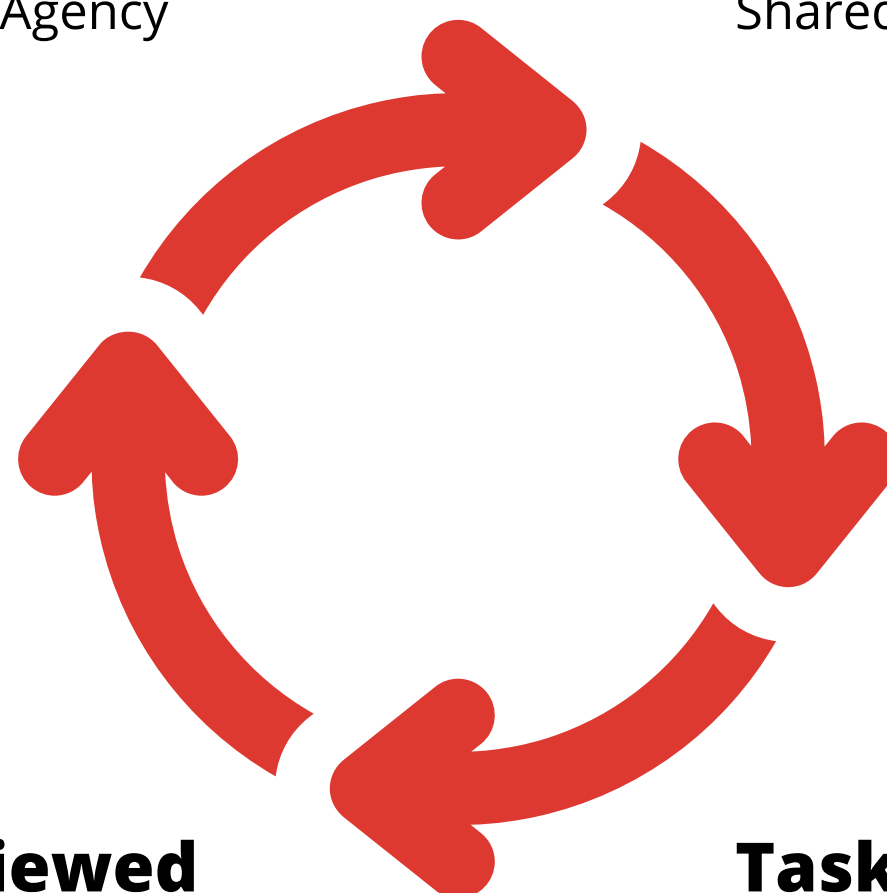
RIDER FEEDBACK LOOP

Rider Provides Feedback

Centralized Feedback Portal
Regardless of Agency

Staff Review Feedback

Feedback Reviewed, Filed, and Shared with Relevant Agencies



BTP Strategy Reviewed

Strategies Regularly Reviewed and Updated to Respond to Feedback

Task Force Review

Feedback Regularly Reviewed for Emerging Trends

RECOMMENDED NEXT STEP: CREATE REGIONAL RIDER FEEDBACK SURVEY

The local transit agencies should collaborate on creating a standard form for feedback that can be used by riders regardless of transit agency. The feedback should be regularly shared with transit agencies and published publicly at least annually.

Conclusion

To ensure the region continues to make progress toward a better bus system, the MetroNow Coalition produced the Bus Transformation Project Progress Report to measure and celebrate progress against the strategy's twenty-six recommendations and call the region to action.

Two years after the BTP was released, the region has only kept four of the twenty-six initiatives on track according to the timelines set-forth in the original Action Plan. Yet despite the COVID-19 pandemic, the staff at transit agencies have still made significant progress on almost every initiative. This progress report is a call-to-action for the region and our leaders to recommit ourselves to the goals set forth in the BTP and transform the region's bus network by prioritizing high-quality bus service as a critical tool to enhance social, economic, and environmental equity.

We would like to thank the staff and teams of all of the transit providers across the region for their public service. First, we especially thank the bus operators who put their safety on the line to continue to provide essential transit service throughout the pandemic. We would also like to thank the planning and operations staff who dedicated their time to review, be interviewed, and help compile this progress report.

The MetroNow Coalition is dedicated to advocating for better transit across the Washington Metropolitan region, from bus to rail. Based on our analysis producing this report, we encourage the region to work together to advance and accelerate the following priorities in 2022:

- 1. Launch of WMATA's Regional Bus Network Redesign Process**
- 2. Build Ten Miles of New Bus Lanes & Bus Lane Enforcement Strategy**
- 3. Create a Regional Strategy to Retain & Recruit Bus Operators**
- 4. Create a Strategy for Zero Emissions Infrastructure & Workforce**
- 5. Consolidate Regional Data on Bus Operations & Best Practices**
- 6. Create a Regional Strategy to Address the Transit Funding Fiscal Cliff**

There is no better time than now for our region to double down on our commitment to the bus and leverage the BTP strategy to ensure a more equitable, sustainable, and competitive future for our region.

Appendix:

Bus Provider Comparative Statistics I

Ridership, Fleet Utilization & Operating Expenses

Contains unlinked passenger trips (the number of passengers who board public transportation vehicles), fleet size and utilization, and operating expenses compared to unlinked passenger trips.

	Unlinked Passenger Trips (UPT)	Vehicles Operated in Max. Service	Vehicles Available for Max. Service	Share of Vehicles in Service at Max. Service	Total Bus Operating Expenses	Operating Expenses per UPT
WMATA Metrobus	122,127,065	1,286	1,484	87%	\$721,829,401	\$5.91
Montgomery County Ride On	20,596,520	307	369	83%	\$124,622,335	\$6.05
Fairfax County Connector	8,344,449	264	308	86%	\$85,469,022	\$10.24
DC Circulator	5,465,393	57	61	93%	\$26,856,414	\$4.91
City of Alexandria DASH	3,930,674	75	101	74%	\$19,888,055	\$5.06
Arlington County ART	2,829,200	56	78	72%	\$14,893,708	\$5.26
Prince George's County The Bus	2,570,692	78	93	84%	\$28,724,804	\$11.17
City of Fairfax CUE	601,813	8	12	67%	\$4,208,277	\$6.99
Loudoun County Transit	376,033	26	30	87%	\$4,524,862	\$12.03

Source: National Transit Database, 2019

Appendix:

Bus Provider Comparative Statistics II

2019 Revenue Sources and Expenses

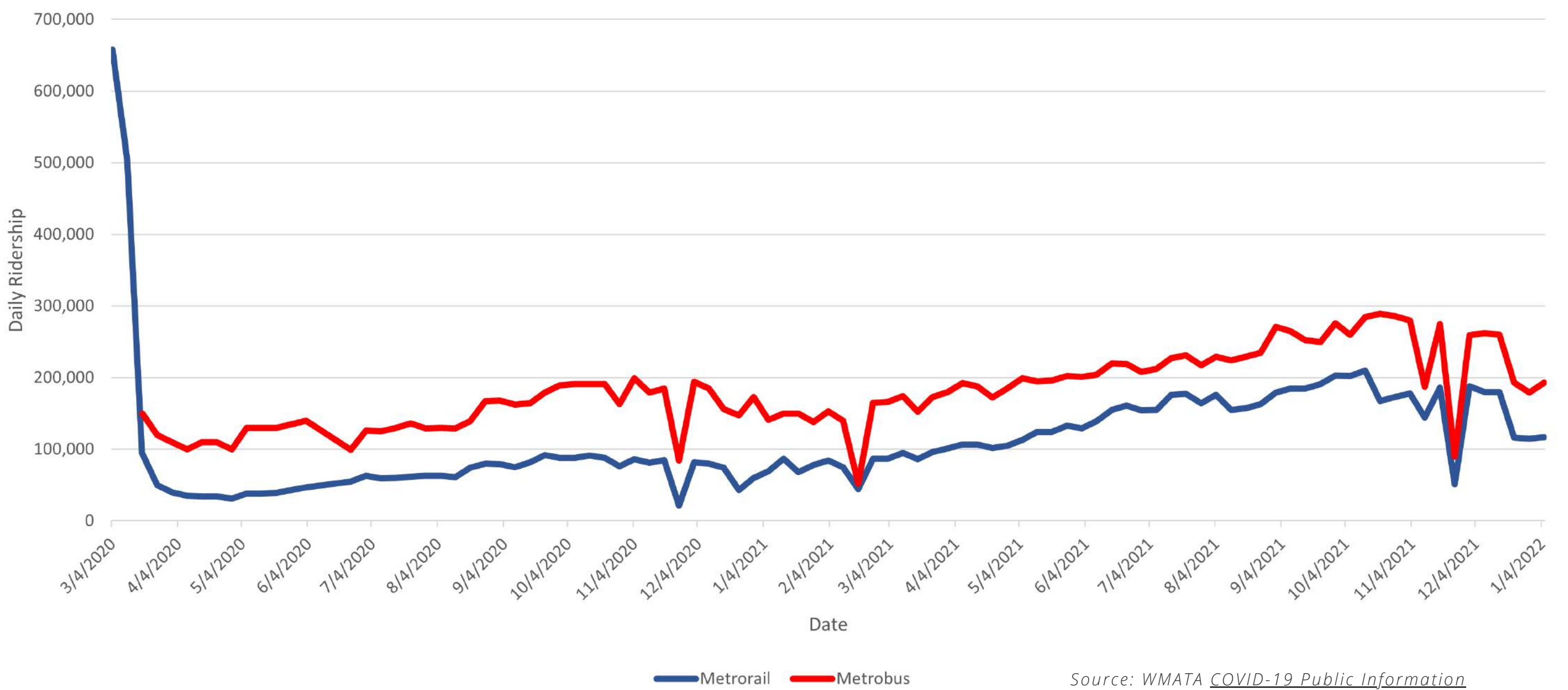
Contains sum of funds that a transit agency earns from governmental and non-governmental sources, categorized by source of funds and expenditures.

	Directly Generated (includes Fares)	Federal Government	Local Government	State Government	Funds Expended on Capital	Funds Expended on Operations
WMATA	\$795,237,456	\$488,178,183	\$1,059,850,639	\$652,628,745	\$950,265,763	\$2,065,954,581
Montgomery County	\$21,463,458	\$10,683,487	\$67,959,150	\$38,044,898	\$21,457,376	\$127,078,643
Fairfax County	\$11,410,785	\$0	\$76,128,288	\$299,866	\$3,619,917	\$85,469,022
DDOT	\$0	\$0	\$0	\$40,587,358	\$5,045,401	\$36,723,368
City of Alexandria	\$6,360,560	\$1,906,902	\$28,979,937	\$1,365,905	\$16,472,426	\$22,140,878
Arlington County	\$4,114,963	\$879,177	\$18,739,993	\$22,807,721	\$27,855,860	\$18,685,994
Prince George's County	\$1,546,769	\$2,125,381	\$20,131,659	\$12,540,994	\$2,591,264	\$33,753,539
City of Fairfax	\$1,137,167	\$0	\$2,443,110	\$628,000	\$0	\$4,208,277
Loudoun County	\$10,020,840	\$0	\$7,358,131	\$6,831,670	\$3,190,250	\$21,020,391

Source: National Transit Database, 2019

Appendix: COVID Transit Ridership

WMATA Metrobus and Metrorail Ridership

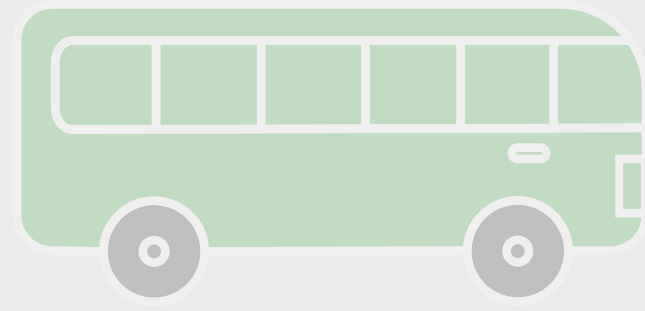
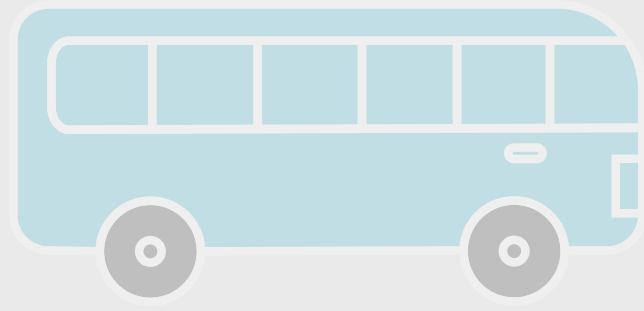
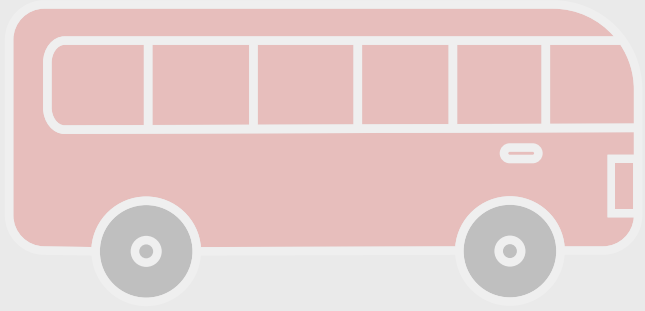


Annual Unlinked Passenger Trips

Contains annual ridership as reported for bus (MB only) to the National Transit Database for 2019, 2020, and 2021 through November, 2021.

	WMATA Metrobus	Montgomery County Ride On	Fairfax County Connector	DC Circulator	City of Alexandria DASH	Arlington County ART	Prince George's County The Bus	City of Fairfax CUE	Loudoun County Transit
2019	122,119,244	20,717,628	8,298,785	5,392,407	4,141,066	2,950,466	2,582,494	601,303	401,239
2020	57,789,668	10,422,331	5,015,096	1,217,729	1,739,007	1,616,830	1,158,495	341,471	254,882
2021* Through November, 2021	58,499,182	11,184,229	4,384,292	1,373,797	1,840,023	1,441,085	874,422	373,368	245,579

Source: National Transit Database, Monthly Module Adjusted Data Release, November 2021



Thank you for reading the
Bus Transformation Project
2021 Progress Report
 by the MetroNow Coalition



THE 2030 GROUP

TYSONS

To learn more and become a Bus Champion visit:
metronow.com